TE KAUNIHERA Ā ROHE O WHAKAAHURANGI
STRATFORD DISTRICT COUNCIL

Our reference
F19/13/03-D21/26182

22 October 2026

Notice of Meeting

Notice is hereby given that, the **Extraordinary** meeting of Council will be held in the **Council Chambers, Stratford District Council, 63 Miranda Street, Stratford**, on **Tuesday 27 October 2026**, beginning at **2.30pm.** The purpose of this meeting is to adopt the 2025/26 Annual Report.

Additionally, notice is hereby given that, the **Policy & Services** committee meeting of Council will be held in the **Council Chambers, Stratford District Council, 63 Miranda Street, Stratford**, on **Tuesday 27 October 2026**, beginning at **3.00pm.**

The timetable is as follows:

12.30pm	Workshop • Forestry Differential Rate • LTP - Early Conversations • Taranaki Lawn & Sports Field Network Plan
2.30pm	Extraordinary meeting of Council • Adoption of the 2025/26 Annual Report.
3.00pm	Policy and Services Meeting

Ngā mihi,

Sven Hanne
Chief Executive

Agenda - Policy and Services Committee - October 2026

26 October 2026 03:00 PM

Agenda Topic			Page
Notice of Meeting			1
Agenda			4
1.	Welcome		9
	1.1	Opening Karakia	9
	1.2	Health and Safety Message	10
2.	Apologies		
3.	Announcements		
4.	Declaration of Members Interest		
5.	Attendance Schedule		11
6.	Confirmation of Minutes		12
7.	Matters Outstanding		20
8.	Decision Report - Taranaki Lawn and Sports Field Network Plan		21
9.	Decision Report - Rate Remission Application - Excessive Water Use Due To A Leak		181
10.	Decision Report - 2026/27 Material Damage Insurance - Fire Loss Limit		186
11.	Decision Report - Roading Network Procurement Strategy 2025-2028		192
12.	Decision Report - Implementation of a Risk-Based Backflow Prevention Project		243
13.	Information Report - Wai o Rua – Stratford Aquatic Centre Activity Management Plan – 6 Month Report		263
14.	Monthly Reports		282
	14.1	Assets Report	282
	14.2	Community Services Report	311

14.3 Corporate Services Report 319

14.4 Environmental Services Report 331

15. Questions

16. Closing Karakia 338

AGENDA
Policy and Services Committee

TE KAUNIHERA Ā ROHE O WHAKAAHURANGI STRATFORD DISTRICT COUNCIL

F25/96/005-D26/43044

Date: Tuesday 27 October 2026
Venue: Council Chambers, 63 Miranda Street, Stratford

1. Welcome

1.1 Opening Karakia
D21/40748 Page 9

1.2 Health and Safety Message
D22/17082 Page 10

2. Apologies

3. Announcements

4. Declarations of members interest

Elected members to declare any real or perceived conflicts of interest relating to items on this agenda.

5. Attendance Schedule

D26/950 Page 11

Attendance schedule for Policy and Services Committee meetings.

6. Confirmation of Minutes

6.1 Policy & Services Committee - 22 September 2026
D26/35907 Page 12

Recommendation

THAT the minutes of the Policy and Services Committee meeting held on Tuesday 22 September 2026 be confirmed as a true and accurate record.

/
Moved/Seconded

7. Matters Outstanding

D16/47 Page 20

Recommendation

THAT the Matters Outstanding be received.

/
Moved/Seconded

8. Decision Report - Taranaki Lawn and Sports Field Network Plan

D26/38470 Page 21

Recommendations

1. THAT the report be received.

2. THAT Council endorse **one or all** of the recommendations, relating to the Stratford District, in the draft Taranaki Lawn and Sports Field Network Plan, that the Council:
   1) Supports clubs to ensure that access to school fields is secured.
   2) Upgrades drainage of Page Street sports fields at King Edward Park.
   3) Upgrades drainage of Swansea Road Sports Field.
   4) Continues with the maintenance and renewals programme for Victoria Park.
   5) Supports the Stratford Croquet Club in upskilling volunteers to undertake some lawn care services

3. THAT Council authorises the CE to approve the final Taranaki Lawn and Sports Field Network Plan, subject to the recommendation 2 above.

Recommended Reason

The report seeks Council's endorsement of the five proposed Stratford District recommendations so they can be incorporated into the final Taranaki Lawn and Sports Field Network Plan and inform future planning and investment decisions.

/
Moved/Seconded

9. Decision Report - Rate Remission Application - Excessive Water Use Due To A Leak

D26/37265 Page 181

Recommendations

1. THAT the report be received.

2. THAT Council gives consideration under Clause 9 of the Rates Remission Policy to remit water use lost due to a leak.

3. THAT Council approves the application for a rate remission due to a leak.

Recommended Reason

Council Policy allows for rate remission due to a leak to be considered, if the water loss was out of their control. As detailed below, once the occupiers were made aware of the leak they were proactive addressing the leak.

/
Moved/Seconded

10. Decision Report - 2026/27 Material Damage Insurance - Fire Loss Limit

D26/42419 Page 186

Recommendations

1. THAT the report be received.

2. THAT the Committee approves the preferred option to decrease the 2026/27 material damage insurance Council fire loss limit to $38.3 million.

Recommended Reason
To review the fire loss limit for the renewal period from 1 November 2026 to 31 October 2027 and to recommend on the options presented.

/
Moved/Seconded

11. Decision Report - Roading Network Procurement Strategy 2025-2028

D26/34961 Page 192

Recommendations

1. THAT the report be received.

2. THAT the Roading Network Procurement Strategy 2025-2028 is endorsed by council.

3. THAT the Committee allow the amendment of the Roading Network Procurement Strategy 2025-2028 to be undertaken by officers, from time to time, as required by legislation or New Zealand Transport Agency (NZTA), being a living document. Such amendments will be of a minor nature not requiring the entire strategy to be re-endorsed by council.

Recommended Reason
NZTA requires all Approved Organisation to have a procurement strategy that documents our long-term integrated approach to the procurement of transport activities funded under Section 20 of the Land Transport Management Act and Amendment Act 2013. This strategy replaces the existing expired Road Network Procurement Strategy.

/
Moved/Seconded

12. Decision Report - Implementation of a Risk-Based Backflow Prevention Project

D26/38575 Page 243

Recommendations

1. THAT the report be received.

2. THAT Council approves option 7 – 50/50 split of costs between the customer and connected Separately Used or Inhibited Part [SUIP], to be further developed into a business case to support the development of the 2027-2037 Water Services Strategy budget and programme of work.

Recommended Reason
Option 7 provides a middle ground within the key trade-offs. By recovering 50% of the relevant costs from all connected SUIP, Council has greater certainty that this portion of the programme costs will be recovered across the network. The remaining 50% is recovered from the Customer whose property creates the backflow risk, retaining a clear link between the risk created and the cost of managing it.

/
Moved/Seconded

13. Information Report - Wai o Rua – Stratford Aquatic Centre Activity Management Plan – 6 Month Report

D26/45577 Page 263

Recommendations

1. THAT the report be received.

Recommended Reason
The Wai o Rua – Stratford Aquatic Centre Activity Management Plan 6 Month Report provides an update on progress to date.

/
Moved/Seconded

14. Monthly Reports

14.1 Assets Report

D26/38279 Page 282

Recommendation

THAT the report be received.

/
Moved/Seconded

14.2 Community Services Report

D26/35514 Page 311

Recommendation

THAT the report be received.

/
Moved/Seconded

14.3 Corporate Services Report

D26/41885 Page 319

Recommendation

THAT the report be received.

/
Moved/Seconded

14.4 Environmental Services Report

D26/35281 Page 331

Recommendation

THAT the report be received.

/
Moved/Seconded

15. Questions

16. Closing Karakia

TE KAUNIHERA Ā ROHE O WHAKAAHURANGI
STRATFORD DISTRICT COUNCIL

Our reference
F19/13/03-D21/40748

Karakia

Kia uruuru mai	I draw in (to my being)
Ā hauora	The reviving essence
Ā haukaha	The strengthening essence
Ā haumāia	The essence of courage
Ki runga, Ki raro	Above, Below
Ki roto, Ki waho	Within, Around
Rire rire hau Paimārire	Let there be peace.

TE KAUNIHERA Ā ROHE O WHAKAAHURANGI
STRATFORD DISTRICT COUNCIL

Our reference
F19/13/03-D22/17082

Health and Safety Message

In the event of an emergency, unless guided to an alternative route by staff, please exit through the main entrance. Once outside the building please move towards the War Memorial Centre congregating on the lawn area outside the front of the council building.

If there is an earthquake, please drop, cover and hold where possible. Remain indoors until the shaking stops and you are sure it is safe to exit or remain where you are until further instruction is given.

5. Attendance schedule for 2026 Policy & Services Committee meetings.

Date	27/01/26	24/02/26	24/03/26	28/04/26	26/05/26	23/06/26	21/07/26	25/08/26	22/09/26	27/10/26	24/11/26
Meeting	**PS**	**PS**	**PS**	**PS**	**PS**	**PS**	**PS**	**PS**	**PS**	**PS**	**PS**
Neil Volzke	✓	✓	✓	✓	✓	✓	✓	✓	✓		
David Chadwick	✓	✓	✓	✓	✓	✓	**A**	✓	✓		
Steve Beck	✓	✓	✓	✓	✓	✓	✓	✓	✓		
Jaimie Bertie	✓	✓	✓	✓	✓	✓	✓	✓	**A**		
Josh Best	✓	**A**	✓	✓	✓	✓	✓	✓	✓		
Grant Boyde	✓	**A**	✓	✓	✓	✓	✓	**A**	✓		
Annette Dudley	✓	✓	✓	✓	✓	✓	✓	✓	✓		
Jono Erwood	✓	✓	✓	✓	✓	**A**	**AV**	**A**	✓		
Ellen Hall	✓	✓	✓	✓	✓	✓	✓	✓	✓		
Amanda Harris	✓	✓	✓	✓	**A**	✓	✓	✓	✓		
Katherine Sextus	✓	✓	✓	✓	✓	✓	✓	✓	✓		
Mathew Watt	✓	✓	✓	✓	✓	✓	✓	✓	✓		

Key	
PS	**Policy & Services Committee Meeting**
✓	**Attended**
A	**Apology/Leave of Absence**
AB	**Absent**
S	**Sick**
AV	**Meeting held, or attended by, by Audio Visual Link**

MINUTES
Policy and Services Committee

F25/96/005 – D26/35907

Date: Tuesday 22 September 2026 at 3.00 pm
Venue: Council Chambers, 63 Miranda Street, Stratford

Present

The Deputy Mayor Amanda Harris (the Chairperson), the District Mayor Neil Volzke, Councillors: Steve Beck, Josh Best, Grant Boyde, David Chadwick, Annette Dudley, Jono Erwood, Ellen Hall, Katherine Sextus and Mathew Watt.

In attendance

The Chief Executive – Sven Hanne, the Director – Community Services – Kate Whareaitu, the Director – Environmental Services – Blair Sutherland, the Governance Advisor and Executive Assistant – Gareth Hancock, the Policy Analyst - Rebecca Dearden, the Senior Accountant – Christine Craig, the Property and Projects Manager - Steve Taylor, the Community and Economic Development Manager – Saba Afzal, the Services Asset Manager – John Cooper.

1. Welcome

The opening karakia was read. The Deputy Mayor reiterated the emergency procedures.

2. Apologies

Apologies were noted from Councillor Bertie.

Recommendation

THAT Councillor Bertie apology be received.

HALL/DUDLEY
Carried
P&S/26/119

3. Announcements

None noted.

4. Declarations of members interest

Elected members were asked to declare any real or perceived conflicts of interest relating to items on this agenda. None were noted.

5. Attendance Schedule

The Attendance schedule for Policy and Services Committee meetings was attached and noted.

6. Confirmation of Minutes

6.1 Policy & Services Committee - 25 August 2026
D26/32315 (PX) D26/34104 Page 10

Recommendation

THAT the minutes of the Policy and Services Committee, including the public excluded section, meeting held on Tuesday 25 August 2026 be confirmed as a true and accurate record.

BEST/HARRIS
Carried
P&S/26/120

7. Matters Outstanding

D16/47 Page 18

Recommendation

THAT the Matters Outstanding be received.

HALL/CHADWICK
Carried
P&S/26/121

- The Chief Executive noted that the second item on the list is included on today's agenda, and that the first item has been outstanding for some time. He also noted that the Roading Manager is now in the role and will come up to speed in addressing this matter.
- The Mayor noted that, at a previous Policy and Services Committee meeting, he had raised a query regarding the rating of Māori land, but this had not been included. He asked whether there is a point at which productive land becomes rateable. The Senior Accountant explained that if the land is used for a commercial or business purpose, it is rateable. Marae are rated for services such as water, while bare land is generally not rated. The Chief Executive noted that the legislation is set out in the Rating Act. Further discussion occurred on the different land types, it was noted that the land must be classified as Māori freehold land on the title. The District Mayor noted that he would follow up on the matter outside of the meeting.

8. Decision Report - Policy Reviews – September 2026

D26/31041 Page 20

Recommendations

1. THAT the report be received.

ERWOOD/BOYDE
Carried
P&S/26/122

2. THAT Council adopts *with amendments* the following updated policies:

    1. Sensitive Expenditure Policy
    2. Discretionary Information in Land Information Memoranda Policy

WATT/SEXTUS
Carried
P&S/26/123

3. THAT Council approves the removal of the Credit Card Policy and Council Workshops Policy from Council's externally facing policy framework and their transition to internally managed documents.

HARRIS/DUDLEY
Carried
P&S/26/124

Recommended Reason
This is part of council's rolling review of policies. Policies require review from time to time to ensure they still reflect current legislation and best practice, as well as elected members' views and meet the business needs of the organisation.

The Policy Advisor noted the following:

- This review forms part of the rolling policy review programme and reflects current best practice, as well as the needs of the organisation.
- The two new policies were noted and reflect changes within the organisation and updates to legislation. The proposed changes do not alter the intent of the policies.
- Two policies are being reclassified as internal policies, as they are intended for internal use only.

Questions/points of clarification:

- The District Mayor queried who the Sensitive Expenditure Policy applies to, noting that there was inconsistent wording referring to both staff and elected members, and provided examples. It was agreed that the policy applies to elected members as well, and it was clarified that the policy should reference all relevant parties. The policy will be updated and brought back to Ordinary Council.
- The Deputy Mayor queried whether the references to parking and speeding rules should instead refer to traffic rules. This was agreed.
- Councillor Dudley queried the use of the term "taxi" and whether this includes ride-share services. It was agreed that the wording would be reviewed.

9. Decision Report - New delegations for Corporate Services and Community Services Delegations for Assets Directorate

D26/32664 Page 34

Recommendations

1. THAT the report be received.

BOYDE/BEST
Carried
P&S/26/125

2. THAT Council approve the delegations to Council Officers under the legislation listed in Appendix 1 of this report.

BOYDE/HALL
Carried
P&S/26/126

Recommended Reason
The proposed delegations will enable Council Officers to efficiently and lawfully exercise statutory powers and functions, support timely decision-making, and ensure Council's delegations framework remains legally compliant and aligned with operational responsibilities.

The Policy Advisor noted the following:

- This is the third and final report bringing delegations back to Council.
- The proposed changes affect the Assets Department and have some overlap with the Environmental Services Department. They reflect the legislation applicable to those roles.
- The delegations provide officers with the authority to carry out their responsibilities efficiently, rather than requiring matters to be brought to Council for routine decisions.
- This report completes the delegation review work programme.

Questions/points of clarification:

- Councillor Beck queried the delegation under the Public Works Act and sought clarification that exercising this delegation would have no direct financial impact, noting that the Act includes powers relating to compensation and land acquisition. The Chief Executive advised that these are operational tools available to staff to administer the Public Works Act and that any significant use

of these powers would involve a broader Council decision-making process. An example was provided to illustrate this. It was noted that the vast majority of such matters are addressed through the Long-Term Plan process. The Chief Executive further advised that, if these powers were exercised, this would be reported through the Council's normal reporting channels and could be reflected in relevant procedures. The Mayor noted that any compensation payments would require Council funding and therefore would need to be approved by Council and brought back to elected members for consideration. It was confirmed that this delegation is currently unassigned.

- Councillor Hall queried whether there was any circumstance in which land could be acquired under the Public Works Act for a capital project without the matter being referred back to Council. It was noted that such decisions have budgetary implications and would require Council approval. Further discussion occurred regarding the disposal of property.
- The Mayor queried the delegations relating to the acquisition of private land by agreement and the disposal of land by exchange and provided examples.

10. Decision Report - Community Investment and Impact Policy and Framework

D26/35357 Page 167

Recommendations

1. THAT the report be received.

HARRIS/CHADWICK
Carried
P&S/26/127

2. THAT Council adopt the Community Investment and Impact Policy. *with changes*

3. THAT Council adopt the Community Investment and Impact Framework.

DUDLEY/BOYDE
Carried
P&S/26/128

4. That the Community Relationship Policy is revoked.

HALL/BOYDE
Carried
P&S/26/129

5. THAT Council increase annual community investment funding from $51,000 *to $60,000* from 1 July 2027.

HALL/VOLZKE
Division called
For: 5 Against: 6
Lost
P&S/26/130

6. THAT Council annual community investment funding remains at $51,000.

BOYDE/BECK
For 8 Against 3
Carried
P&S/26/131

Recommended Reason

Council supported the proposed Community Investment and Impact Policy and Framework when they were considered on 9 September 2026. During that discussion, Elected Members questioned whether the current level of funding provides sufficient capacity for community investment, noting that $40,000 of the existing $51,000 is already committed or ring-fenced. An increase would provide greater capacity to respond to community needs and opportunities through the new framework.

The Community and Economic Development Manager noted the following:

- The purpose of this report is to seek the adoption of the policy and framework, and to invite members to consider whether the proposed level of funding is sufficient or whether it should be increased.

Questions/points of clarification:

- Councillor Dudley queried whether additional funding was required or whether the current level of funding was sufficient. It was noted that the current approach to spending is conservative. The proposed changes would provide greater flexibility and improve outcomes. However, it was also noted that there was a reluctance to "open a can of worms", and that if demand increased significantly, the current funding level may not be sufficient.
- Councillor Boyde queried whether expanding the fund could create a larger issue by encouraging greater demand. He questioned whether the fund should be expanded at all. It was noted that the recommendation is to increase the funding, while the amount of any increase is a matter for elected members to determine. It was also noted that Council is not seeking to replace or duplicate the role of existing funding providers.
- The District Mayor noted that the framework did not include a section relating to assistance with promotion and advertising. He suggested that this could be beneficial for event organisers, for example through the use of Council's signs at the northern and southern entrances to the town and through social media channels. It was noted that this support would likely be provided through Council officer time. It was agreed that this would be explicitly included in the framework.
- The Deputy Mayor asked whether providing community organisations with the use of the War Memorial Hall would count towards the budget allocation. It was noted that it would, as the value of the hall usage needs to be accounted for and is considered a form of support.
- Councillor Watt queried whether the full $51,000 budget allocation is typically utilised. It was confirmed that expenditure has not exceeded the available budget. He further queried whether the budget would be exceeded if all eligible requests were approved.
- The Deputy Mayor asked whether any budget overspend would be reported back to Council. It was confirmed that it would be.
-

Points noted in the discussion:

- Councillor Hall noted that the proposed funding level is supported by the policy's development. She commented that the policy will make a positive contribution to the community and provide a robust framework for supporting community initiatives. Councillor Hall noted that the proposed funding level is conservative but will enable the policy to be meaningfully implemented and give staff the ability to deliver on its objectives. She added that the funding provides a practical opportunity for staff to work within the framework while making a meaningful investment in the community.
- The District Mayor noted the importance of supporting community groups. When groups approach him for assistance, he often refers them to the Community Services team, who then work through the requests and competing priorities. The Christmas lights display was provided as an example of community investment. He noted that the proposed increase would be significant in the context of the benefits that could be achieved through the policy.
- Councillor Erwood noted his support for the proposal, commenting that outcomes require funding and will continue to cost.
- Councillor Dudley expressed support for the proposal and noted that it would be valuable to demonstrate to the community how and where this funding is being spent.
- Councillor Sextus expressed support, noting that the funding amount is a limit rather than a target. She commented that the framework provides clear guidance and criteria, and that Council is not actively advertising.
- Councillor Watt did not support the proposal. He noted that, while the amount involved is relatively small, increasing the budget appears irresponsible at a time when Council is working within tight budgets. He questioned why Council would increase a budget when it is not fully utilised.
- Councillor Boyde noted that Council should be focusing on back to basics. He commented that there are many other funding providers available to support community groups and that Council should take a cautious approach. His concern was that increasing the budget could lead to opening the doors, and he suggested allowing time to see how the policy operates before considering any increase.
- The Deputy Mayor noted that, through the Long-Term Plan workshops, Council has been identifying a number of areas. She commented that Council has been agreeing to a number of spending proposals and must also consider opportunities to reduce spending. Given the availability of other funding providers, she advised that she would not be supporting the motion.

A was division has been called.

For: 5: Councillor Dudley, Erwood, Hall, Sextus, the District Mayor

Against:6 Councillor Chadwick, Beck, Best, Boyde, the Deputy Mayor, Cr Watt.

11. Monthly Reports

11.1 Assets Report

Recommendation

THAT the report be received.

HARRISDUDLEY
Carried
P&S/26/132

Questions/points of clarification:

- Councillor Boyde noted that the analysis of the water metering data indicates a significant number of water leaks, with more than 10 percent of properties appearing to be affected.
- The District Mayor commented that 10 percent of properties is a high number and queried whether the identified leaks would be remedied by 1 July. He also asked whether affected property owners had been notified. It was advised that notification had not yet occurred and that more than 300 properties would need to be contacted.
- Councillor Beck asked whether any of the water loss could be attributed to Council infrastructure. It was explained that once water passes through the manifold, any leak becomes the responsibility of the property owner. It was further noted that, once flow data has been analysed, a water balance can be completed to determine how much water loss is occurring within Council's infrastructure.
- The District Mayor asked when Council anticipated notifying affected property owners. It was noted that the work is being undertaken in stages, with properties being grouped into quadrants.
- Councillor Boyde commented on the Council farm, noting that it has had a fantastic start to the season, with performance currently 56 percent ahead and some cows still yet to calve.
- The District Mayor referred to the photograph of the pile from the desludging ponds, noting its significant size. He queried whether a screen could be installed to prevent this. Discussion followed regarding screening, particularly during high-flow events.
- Councillor Boyde asked how often the ponds are desludged. It was noted that this occurs approximately every 18 to 20 years.
- Councillor Hall queried whether the behaviour contributing to this had improved over time. It was noted that there was no evidence to suggest an improvement.
- Councillor Beck asked how much debris had been removed. It was noted that approximately two cubic metres.
- The Deputy Mayor noted the recent cancellations of a booking at the War Memorial Hall and queried whether deposits had been taken. It was noted that this would be checked and reported back to the member.

11.2 Community Services Report

Recommendation

THAT the report be received.

BEST/ERWOOD
Carried
P&S/26/133

The Director noted the following:

- Two points were noted: a reminder that applications for the Youth Council are now open, and that Council has now received the MTFJ contract.

Questions/points of clarification:

- Councillor Boyde queried how the BEG group was progressing and whether there had been any obstacles. Councillor Dudley advised that the group had encountered some roadblocks, as it does not yet have any formal authority and is currently focused on gathering ideas. She noted that a further update would hopefully be provided at the next meeting and that work is continuing on the strategic plan.
- The District Mayor provided an update on the MTFJ programme, noting that Council had received substantially less funding in the latest funding round, along with fewer placements than in previous years. Further discussion occurred regarding placement numbers and programme requirements.
- Councillor Beck asked whether the MTFJ programme had run its course. It was noted that the programme remains a valuable and broader initiative; however, securing contracts is becoming increasingly challenging. It was further noted that a meeting with Mayors is scheduled.
- Councillor Hall referred to the monthly admissions graph and asked whether swim school data could also be included. It was noted that this information is currently reported through the six-monthly report but could potentially be included.
- Councillor Sextus queried whether the decrease in pool admissions during July and August related to fee changes. It was noted that this was a possibility and would be explored further in the six-monthly report.
- Councillor Sextus noted that there were heating issues during Daffodil Day at the War Memorial Hall and commented on the problems. It was noted that checks are undertaken between events to identify and address such issues.

11.3 Corporate Services Report

Recommendation

THAT the report be received.

HARRIS/BOYDE
Carried
P&S/26/134

Questions/points of clarification:

- Councillor Boyde noted rates in areas with private mortgages, and are we trying to track them. It was advised we do all that we can ourselves and then going through debt collectors. Given the climate it was noted it is not as bad as though.
- Councillor Dudley noted there is a lot of LGOIMA request. And was noted it is taking up staff time, and some of it is AI generated. Discussion occurred around the process and numbers.

11.4 Environmental Services Report

Recommendation

THAT the report be received.

SEXTUS/DUDLEY
Carried
P&S/26/135

The Director noted the following:

- The Director highlighted three key matters. Firstly, earthquake-prone building legislation comes into effect on Saturday. While the district is considered a medium seismic risk area rather than a low-risk area, the changes will provide different timeframes. Due to the recent announcements, staff are currently working through the implications of the changes.
- Secondly, the Resource Management legislation is expected to receive its third reading very shortly.

- Thirdly, it was noted that the resource consent for the solar farm has now been granted.

Questions/Points of Clarification:

- The Mayor queried whether the solar farm resource consent decision could be appealed and, if so, under which point. It was advised that any appeal rights are limited to points of law.

12. Questions

- The Director of Community Services noted that, of the 11 cancellations at the War Memorial Hall, one booking was a Council booking. Approximately half of the cancellations were due to low attendance numbers, while the majority of the remaining cancellations involved debtors who are already recorded within Council's system.

13. Closing Karakia

The closing karakia was read.

The meeting closed at 4.44pm.

Amanda Harris
Chairman

Confirmed this 27th day of October 2026.

Neil Volzke
District Mayor

MATTERS OUTSTANDING

Policy and Services Committee

TE KAUNIHERA Ā ROHE O WHAKAAHURANGI
STRATFORD DISTRICT COUNCIL

ITEM OF MATTER	MEETING RAISED	RESPONSIBILITY	CURRENT PROGRESS	EXPECTED RESPONSE
Accessibility Parking Spaces review	Hearing – 25 February 2025	Victoria Araba	Review Underway	Update provided – Item 18.1 – Assets Monthly Report (section 2.7) – P&S May 2026
Dog control	Ordinary – 14 April 2026	Blair Sutherland		Requested a report on incidents, dog control, and advice on the bylaw

DECISION REPORT

F25/96/004 – D26/38470

To: Policy and Services Committee
From: Property and Projects Manager
Date: 27 October 2026
Subject: Endorsement of Taranaki Lawn and Sports Field Network Plan

Recommendations

1. THAT the report be received.

2. THAT Council endorse **one or all** of the recommendations, relating to the Stratford District, in the draft Taranaki Lawn and Sports Field Network Plan, that the Council:
   1) Supports clubs to ensure that access to school fields is secured.
   2) Upgrades drainage of Page Street sports fields at King Edward Park.
   3) Upgrades drainage of Swansea Road Sports Field.
   4) Continues with the maintenance and renewals programme for Victoria Park.
   5) Supports the Stratford Croquet Club in upskilling volunteers to undertake some lawn care services

3. THAT Council authorises the CE to approve the final Taranaki Lawn and Sports Field Network Plan, subject to the recommendation 2 above.

Recommended Reason
The report seeks Council's endorsement of the five proposed Stratford District recommendations so they can be incorporated into the final Taranaki Lawn and Sports Field Network Plan and inform future planning and investment decisions.

/
Moved/Seconded

1. Purpose of Report

1.1 The purpose of this report is to seek Council endorsement of all or any of the Stratford District recommendations outlined in the Taranaki Lawn and Sports Field Network Plan.

1.2 Endorsement will establish a coordinated, evidence-based framework to guide future planning, asset management and investment decisions; it does not approve or commit Council to immediate capital or operational expenditure.

2. Executive Summary

2.1 The Taranaki Facilities Consortium was established in 2023 following the development of the Collaborating for Active Spaces and Places Strategy. It comprises the four Taranaki councils, key funding organisations and sporting bodies.

2.2 In 2025, the Taranaki Facilities Consortium commissioned a Taranaki Lawn and Sports Field Network Plan to inform future decisions by councils, funders and other stakeholders. The plan identifies regional lawn and sports field facilities and supporting amenities available for community and school use.

2.3 The Taranaki Lawn and Sports Field Network Plan includes five recommendations for the Stratford District, including:

- Securing access to school fields
- Drainage upgrades at Page Street sports fields
- Drainage upgrades at Swansea Road sports fields
- Continuing the Victoria Park sports fields maintenance and renewals programme

- Supporting the Stratford Croquet Club to upskill volunteers in lawn care.

2.4 Securing access to school fields has no direct cost implication for Council.

2.5 The proposed drainage upgrades at Page Street and Swansea Road would each require an estimated additional $250,000, on top of the previously identified Year 5 works of $55,000 and $50,000 respectively.

2.6 The Victoria Park recommendation supports works already identified for further consideration in the 2027–37 LTP process, including continued drainage development in Year 2.

2.7 Supporting the Stratford Croquet Club to upskill volunteers would have an additional operational cost to Council, which has not been considered in the early LTP conversations. The cost is currently unknown and would need to be confirmed before proceeding. This cost will be offset by a reduction in maintenance costs from Year 2 of the 2027–37 LTP with the Croquet Club taking over maintenance.

2.8 Option 2 is preferred because it enables Council to endorse all or any of the Stratford District recommendations, with or without amendments, for inclusion in the final network plan and to inform future planning and investment decisions, without approving funding or authorising implementation.

3. Local Government Act 2002 – Section 10

Under section 10 of the Local Government Act 2002, the purpose of local government is to meet the current and future needs of communities for good-quality, cost-effective, and local infrastructure, public services, and regulatory functions.			
Does the decision support the purpose of local government?			
Provision of good-quality infrastructure	**Provision of good-quality public services**	**Performance of regulatory functions**	**Supports cost-effective service delivery**
✓	✓		✓

3.1 The Taranaki Lawn and Sports Field Network Plan (Network Plan) supports the provision of good–quality infrastructure by providing a regional and district level framework to guide the future planning, provision and management of lawn and sports field facilities.

3.2 The Network Plan supports the provision of good–quality public services by considering the current and future provision and accessibility of lawn and sports field facilities.

3.3 The Network Plan supports cost–effective service delivery by providing an evidence-based, regionally coordinated framework to guide the future planning and provision of lawn and sports field facilities across Taranaki.

4. Background

4.1 The Taranaki Facilities Consortium (TFC) was established in 2023, following development of the Collaborating for Active Spaces and Places (CASP) Strategy

4.2 The TFC consists of the four Taranaki councils and key funding (Taranaki Electricity Trust, Toi Foundation, and New Zealand Community Trust) and sporting organisations (such as Sport Taranaki, Sport NZ, and Venture Taranaki).

4.3 In 2025, the TFC commissioned the delivery of a Network Plan to support councils, funders, and other decision makers on the potential future shape of the lawn and sports field network in the Taranaki region.

4.4 The Network Plan identifies all lawn and sports field facilities and their supporting amenities in the Taranaki region that are available for community or school use.

5. Cost Implications for Council (Network Plan Recommendations)

5.1 The Network Plan has a number of recommendations for each District and will be presented to the three District Councils that make up the Taranaki District.

5.2 Recommendations from the Network Plan (Section 1.9 of the report attached as ***Appendix 1***) for the Stratford District are:

Support clubs to ensure that access to school fields is secured.
This does not have a cost implication for Council. There is existing reliance on accessing school grounds for some sports and agreements are managed through the respective clubs, associations, and schools.

Upgrade drainage of Page Street sports fields at King Edward Park.
This has a cost implication for Council. The upgrade of the sports fields was discussed in the 2027–37 LTP early conversations (Early Conversations Parks #3 – Sportsgrounds) attached as ***Appendix 2***.

Option 4 of the early conversation was identified for further consideration as part of the 2027–37 LTP process. Within this option is the cultivating, levelling, and re-seeding of the sports fields in Year 5 with an estimated value of $55,000. Drainage improvement costs will increase the estimated value of works by another $250,000.

Upgrade drainage of Swansea Road sports fields.
This has a cost implication for Council. The upgrade of the sports fields was discussed in the 2027–37 LTP early conversations (Early Conversations Parks #3 – Sportsgrounds) attached as ***Appendix 2***.

Option 4 of the early conversation was identified for further consideration as part of the 2027–37 LTP process. Within this option is the cultivating, levelling, and re-seeding of the sports fields in Year 5 with an estimated value of $50,000. Drainage improvement costs will increase the estimated value of works by another $250,000.

Council to continue with the maintenance and renewals programme for Victoria Park.
This has a cost implication for Council. The upgrade of the sports fields was discussed in the 2027–37 LTP early conversations (Early Conversations Parks #3 – Sportsgrounds) attached as ***Appendix 2***.

This recommendation is endorsing the works proposed in Option 4 of the early conversation as part of the 2027–37 LTP process. Within this option is the continued drainage development and is scheduled for Year 2. The estimated value of works remains the same as stated in the early conversation.

Council to support the Stratford Croquet Club (SCC) in upskilling volunteers to undertake some lawn care services.

This has a cost implication for Council and has not been discussed in the early conversations as the expenditure would be funded from operational budgets.

The costs associated with implementing this recommendation would be incurred by Council's Open Space Maintenance Contractor and subsequently charged to Council. The cost is currently unknown and would need to be confirmed before proceeding.

This would then be offset by a reduction in maintenance costs as SCC would then take over the maintenance of their greens. This is estimated to occur in Year 2 of the 2027–37 LTP.

6. Consultative Process

6.1 Public Consultation - Section 82

Public consultation is not required for this report. Any recommendations endorsed will influence future capital and operational expenditure which will be consulted as required.

6.2 Māori Consultation - Section 81

Māori consultation is not required.

7. Risk Analysis

7.1 There are no immediate risks associated with the endorsement of the Network Plan. The risks associated will be at implementation time when costs are finalised.

8. Sustainability Consideration

8.1 ***Guiding Principle 1*** We consider our natural resources as taonga (treasures), and we will work with our treaty partners and the community to protect and look after them.

Guiding Principle 4 We strive to have resilient infrastructure that meets the current and future needs of the district.

Guiding Principle 5 We respect and apply Te Ao Māori values and Mātauranga Māori (knowledge) in our mahi (actions/work).

The Network Plan supports Council's statutory responsibilities by taking a sustainable development approach that considers the needs of current and future communities, promotes social and environmental wellbeing, and supports prudent stewardship of public assets.

9. Decision Making Process – Section 79

9.1 Direction

	Explain
Is there a strong link to Council's strategic direction, Long Term Plan/District Plan?	The Network Plan is consistent with Council's existing strategies and policies and provides further detail to inform future reserves planning and LTP considerations in relation to lawn and sports field facilities in the district.
What relationship does it have to the communities current and future needs for infrastructure, regulatory functions, or local public services?	The Network Plan supports the identification and planning of current and future community infrastructure needs relating to sport, active recreation, play and associated community facilities.

9.2 Data

All data required is included in this report.

9.3 **Significance**

	Yes/No	Explain
Is the proposal significant according to the Significance and Engagement Policy in the Long-Term Plan?	Yes	The Network Plan will influence future planning, levels of service and investment in lawn and sports field facilities.
Is it: • considered a strategic asset; or	Yes	Lawn and sports field facilities form part of Council's core competency of strategic asset management.
• above the financial thresholds in the Significance and Engagement Policy; or	No	
• impacting on a CCO stakeholding; or	No	
• a change in level of service; or	Yes	The Network Plan may influence future levels of service for lawn and sports field facilities.
• creating a high level of controversy; or	No	
• possible that it could have a high impact on the community?	No	

In terms of the Council's Significance and Engagement Policy, is this proposal of high, medium, or low significance?		
High	**Medium**	**Low**
	✓	

9.4 **Options**

There are two options available to Council:

Option 1 Do not endorse the Stratford District recommendations
If Council does not endorse the Stratford District recommendations, it would retain the ability to make independent decisions about lawn and sports field facilities within the district. However, the recommendations would not have Council's formal support for inclusion in the final regional Network Plan, which may reduce alignment with the regional approach and make coordinated planning and engagement with other councils and potential funders more difficult.

Option 2: Endorse the Stratford District recommendations, either in full or with amendments
Council may endorse any or all of the five Stratford District recommendations with or without amendments. Endorsement would confirm the priorities Council supports for inclusion in the final Taranaki Lawn and Sports Field Network Plan and for consideration through future planning, asset management and investment processes. It would not approve funding or authorise implementation of any project.

The recommendations for Council to consider for endorsement are:

- Support clubs to ensure that access to school fields is secured.
- Upgrade drainage at Page Street sports fields.
- Upgrade drainage at Swansea Road sports fields.
- Continue maintenance and renewals of Victoria Park sports fields.
- Support the Stratford Croquet Club to upskill volunteers to undertake lawn care services.

Any amendments agreed by Council would be reflected in the Stratford District recommendations provided for incorporation into the final regional Network Plan.

Option 2 is the preferred option.

9.5 **Financial**

Cost implications to Council are identified in Section 5.

9.6 **Prioritisation & Trade-off**

If Option 2 is endorsed, the Network Plan will be updated to reflect the decision by Council and finalised for final adoption.

9.7 **Legal Issues**

There are no legal issues or concerns associated with the endorsement of the Network Plan.

9.8 **Policy Issues - Section 80**

There are no policy issues or concerns associated with the endorsement of the Network Plan. All recommendations will be considered as part of future LTPs and Asset Management Plan reviews.

9.9 **Section 11A - Core Services Considerations**

The endorsement of the Network Plan supports Council's existing core services relating to reserves, recreational facilities and community wellbeing. The plan provides a regional framework to inform the planning, development, maintenance and future investment in lawn and sports field facilities, considering current and future community needs.

Attachments:
Appendix 1: Taranaki Lawn and Sports Field Network Plan (D26/42253)
Appendix 2: Early Conversation Report Parks #3: Sportsgrounds (D26/10224)

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Parks and Reserves Officer

[Reviewed by]
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[Endorsed by]
Victoria Araba
Director – Assets

[Approved by]
Sven Hanne
Chief Executive **Date**

Appendix 1 Taranaki Lawn and Sports Field Network Plan



Nāu te rourou, nāku te rourou, ka ora ai te iwi
With your food basket and my food basket, the people will thrive

This whakataukī talks to community, to collaboration and a strengths-based approach. It acknowledges that everybody has something to offer, a piece of the puzzle, and by working together we can all flourish.

Document Info & Acknowledgements

Cover Photo Sources: Taranaki Secondary Schools Sports Association (golf), STDC (bottom left), Ian Lewis - Bowls Taranaki (bottom right), others sourced via internet.

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About RSL Consultancy

RSL Consultancy undertakes projects and offers strategic advice throughout Aotearoa to enable community well-being. We support organisations to make informed decisions when it comes to their people, facilities, places and spaces. RSL carries out a range of pre-planning work from needs assessments and feasibility reports to business cases. We also work on a range of organisational strategic and operational projects.

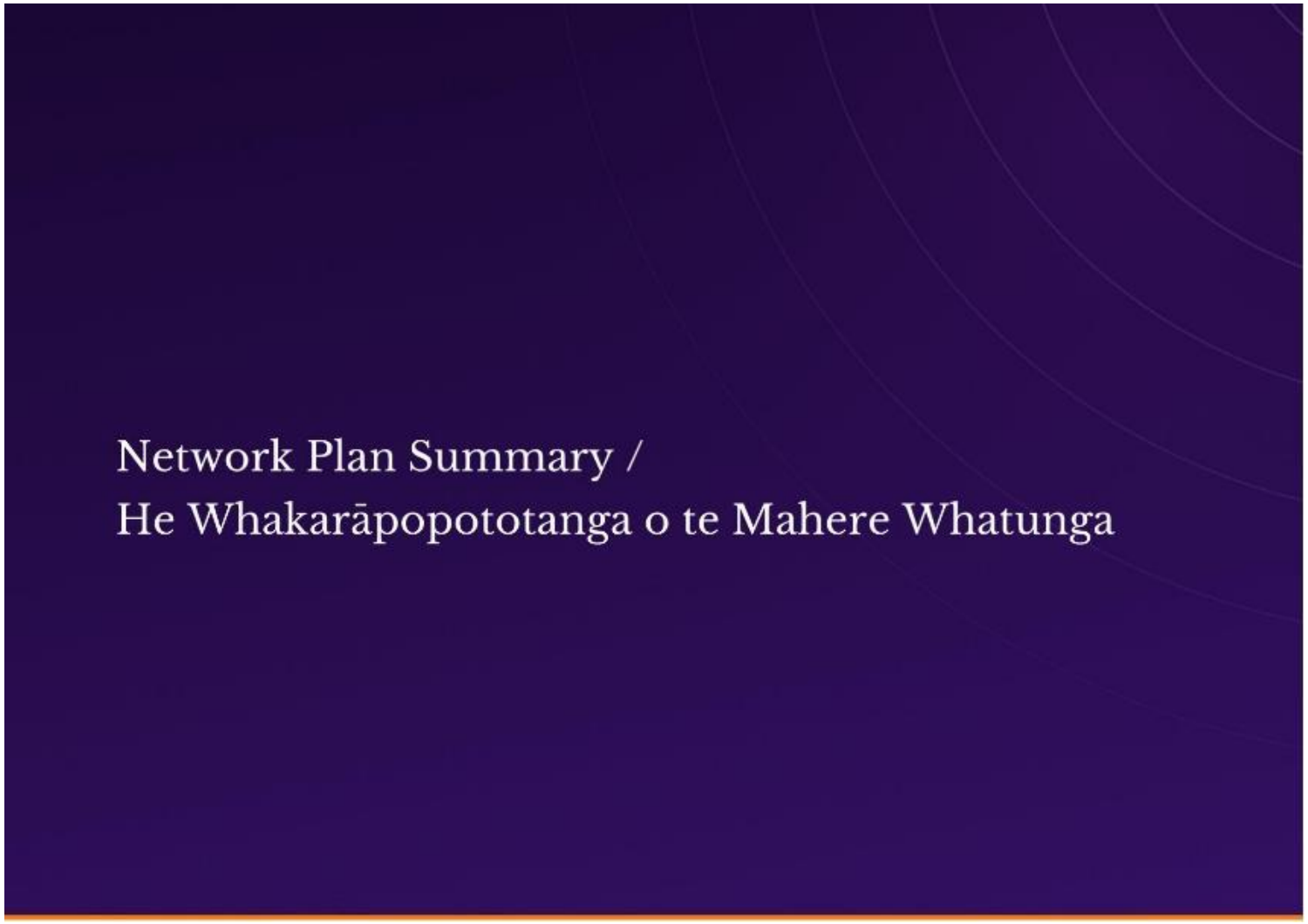
Disclaimer

Information, data and general assumptions used in the compilation of this report have been obtained from sources believed to be reliable. RSL Consultancy has used this information in good faith and makes no warranties or representations, express or implied, concerning the accuracy or completeness of this information. AI tools may have been used as a supplementary aid in the preparation of this report; however, all analysis, findings, recommendations and conclusions have been subject to professional review and remain the responsibility of RSL Consultancy. RSL Consultancy is acting as an independent consultant. In doing so, the recommendations provided do not necessarily reflect the intentions of the client. Interested parties should perform their own investigations, analysis and projections on all issues prior to acting in any way in regard to this project.

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Contents

1 Overview / Tirohanga Whānui 6
2 Background / He Kōrero Whakamārama 27
3 Strategic Context / Te Horopaki Rautaki 29
4 Te Taiao / The Environment 33
5 Participation / Te Urunga ki ngā Hākinakina 36
6 Places / Ngā Wāhi Tākaro 43
7 Key Challenges and Opportunities / Ngā Wero Matua me ngā Āheinga 68
8 Framework for the Future Network / He Anga mō te Whatunga Anamata 80
9 Appendix One – The Lawn and Sports Field Network 89
10 Appendix Two – Demographic Profile 97
11 Appendix Three – Secondary Data Review 113
12 Appendix Four – Additional Participation Information 119
13 Appendix Five – Sites of Cultural Significance Mapping 125
14 Appendix Six – Localised Mapping 130


Network Plan Summary /
He Whakarāpopototanga o te Mahere Whatunga

1 Overview / Tirohanga Whānui

This Lawn and Sports Field Network Plan (Network Plan) has been developed to understand the current issues and opportunities facing the lawn and sports field network and to provide a plan for a desired future state. The current lawn and sports field network has been formed over many decades, based on historical levels of participation. A number of strategies have been proposed to evolve the network in Taranaki and help it remain fit-for-purpose.

This Network Plan is produced in three sections:

- **Section One:** Network Plan Summary / He Whakarāpopototanga o te Mahere Whatunga
- **Section Two:** The Current Network – Purpose, People, Participation and Places / Te Taura Tangata o Nāianei – Te Kaupapa, Ngā Tāngata, Te Whai Wāhitanga me Ngā Wāhi
- **Section Three:** The Future Lawn and Sports Field Network / Te Hatunga ā Mua mō ngā Papa Tākaro me ngā Papa Hākinakina

1.1 Background

The Taranaki region has a rich history of participation in the range of sports that are considered within this report. Field sports such as rugby, rugby league, football and cricket have played an important part in the social fabric of the community for as long as the sports have been played in the region. Lawn sports such as bowls, croquet and golf have seen large numbers of participants, including many older adults, utilising a dispersed network of generally stand-alone facilities in the region. There are also a range of smaller participation codes including archery, athletics, disc golf, marching, ultimate frisbee, Ki-o-rahi and softball that occur on many sports fields throughout Taranaki. Access to school sports fields contributes significantly to the overall capacity of the sports field network and helps meet community demand.

All of these sports help make up a sporting eco-system that brings value to the region. The benefits of participating in sport are well documented, including physical and mental health outcomes, reduced truancy among school children, improved educational outcomes, increased social connectedness and increased self-worth.

The clubs that offer these sports provide a place where people from all walks of life come together to participate, socialise and support their physical and social well-being.

1.2 Scope and Definitions

This Network Plan covers the Taranaki region, which includes the territorial authority areas of New Plymouth, Stratford and South Taranaki District Councils. The term "lawns and sports fields" is generally used to include the sports that have been identified as within scope for this network plan.

The Network Plan addresses both lawns and fields, and for the purposes of this report these have been categorised as follows[1]:

When the term "Lawns" is used, the following sports are considered:

Lawn Bowls | Croquet | Golf | Lawn Tennis

When the term "Fields" is used, the following sports are considered:

Athletics | Cricket | Football | Rugby Union | Rugby League | Touch | Marching | Disc Golf | Ki-o-rahi | Softball | Ultimate Frisbee.

[1] Some sports have elements of both field sports and lawn sports (e.g. cricket). Hockey was excluded from scope. The National Spaces and Places Plan for Hockey (along with localised investigations) has identified a deficit of hockey turf capacity in Taranaki.

The Current Network

The Taranaki Lawn and Sports Field Network still consists of a large number of clubs and spaces where people train and play. A survey of clubs within the identified sports has revealed that the Taranaki region has:

37 sports parks	34 lawn bowling greens	At least 39 schools providing access to fields for community use
120 winter sports fields	23 croquet lawns	
22 community cricket venues	18 golf courses	Venues catering for other sports in this plan

A summary of the Taranaki lawn and sports field network is outlined on the next page.

1.2.1 Key Network Challenges

The key facility challenges facing lawn and sports fields and the associated sports codes in Taranaki are:

Ageing club assets
Many clubrooms, pavilions, floodlights, change rooms and storage are old, with significant deferred maintenance.

A changing population
New Plymouth is growing while South Taranaki and Stratford stay flat and age. This impacts what is played and where.

Iwi partnership and taiao
Stronger iwi partnerships and taiao-focused planning need to shape how and where we develop.

Climate and weather
More frequent, severe weather events put the availability of field and lawn venues at risk.

Winter field capacity
Winter sports fields are the key demand pressure. Projections show enough fields regionally, but localised pressure in New Plymouth, primarily for football.

Access for everyone
Barriers go beyond physical access. Cost to play and availability of coaches and volunteers all decide who gets to take part.

Reliance on school fields
Weekly participation depends heavily on school grounds that the sector does not own or control.

A tighter funding pool
Funds are reducing across most avenues, and a possible rates cap could limit renewal of infrastructure and slow development.

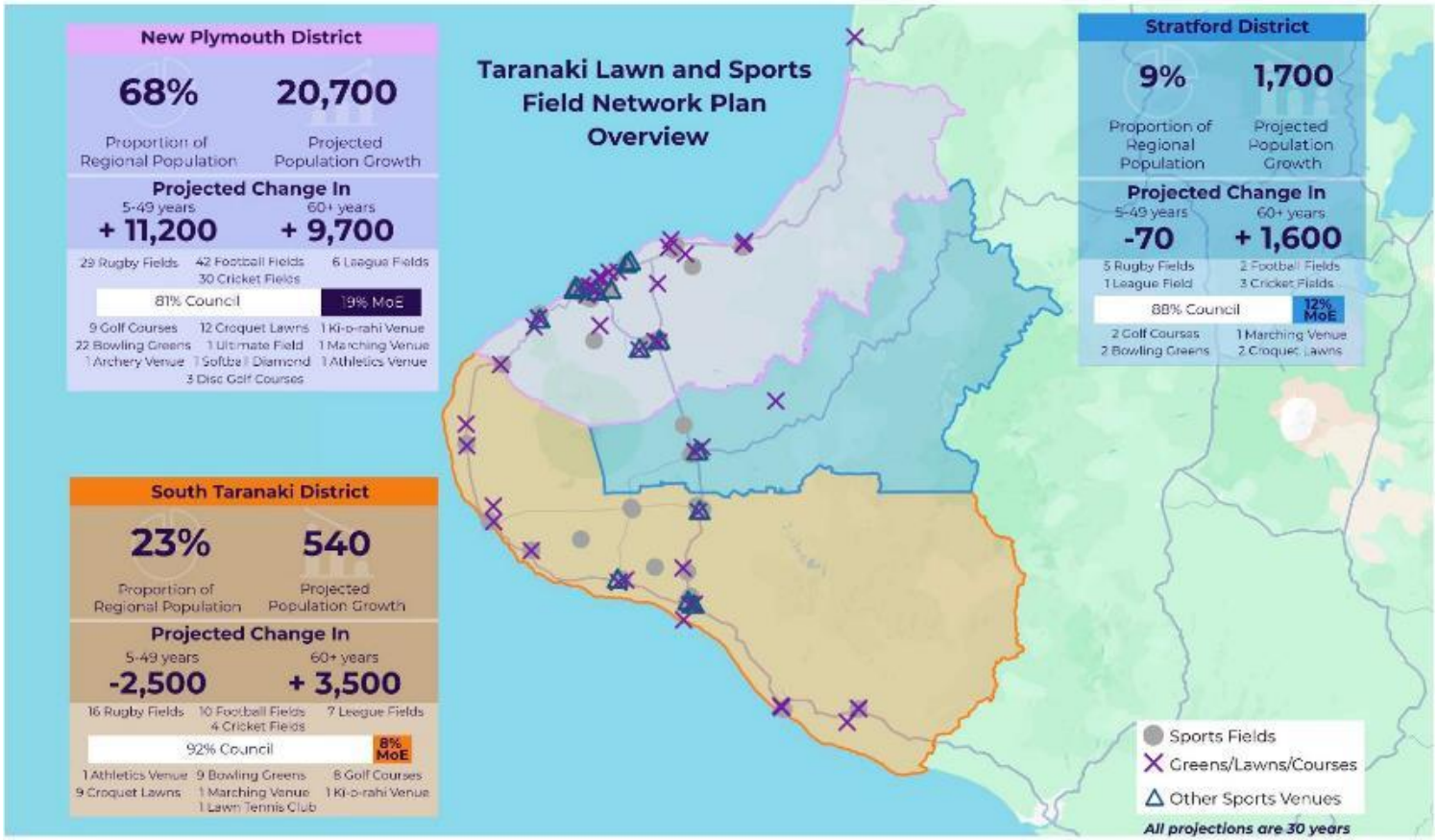
Tūparikino Hub
Confirming its stage two development will provide certainty and the ability to prioritise any other sports field upgrades.

While this Network Plan focuses on the provisions and use of lawn and field sport spaces, it is acknowledged that these spaces also serve a critical role in the provision of public amenity space.

Many of the fields serve a much wider role in enabling people in the Taranaki region to be active or simply engaged in nature.

"Exposure to green spaces, such as sports fields, is linked to a wide range of mental and emotional well-being benefits" – Sport NZ The value of Blue and Green Spaces

The spaces around fields offer opportunities for other uses such as recreational walking, biodiversity zones, nature play and other


Taranaki Lawn and Sports Field Network Plan Overview
New Plymouth District
68%
Proportion of Regional Population
20,700
Projected Population Growth
Projected Change In
5-49 years
+ 11,200
60+ years
+ 9,700
29 Rugby Fields
42 Football Fields
30 Cricket Fields
6 League Fields
81% Council
19% MoE
9 Golf Courses
22 Bowling Greens
1 Archery Venue
12 Croquet Lawns
1 Ultimate Field
1 Softball Diamond
3 Disc Golf Courses
1 Ki-o-rahi Venue
1 Marching Venue
1 Athletics Venue
Stratford District
9%
Proportion of Regional Population
1,700
Projected Population Growth
Projected Change In
5-49 years
-70
60+ years
+ 1,600
5 Rugby Fields
1 League Field
2 Football Fields
3 Cricket Fields
88% Council
12% MoE
2 Golf Courses
2 Bowling Greens
1 Marching Venue
2 Croquet Lawns
South Taranaki District
23%
Proportion of Regional Population
540
Projected Population Growth
Projected Change In
5-49 years
-2,500
60+ years
+ 3,500
16 Rugby Fields
10 Football Fields
4 Cricket Fields
7 League Fields
92% Council
8% MoE
1 Athletics Venue
9 Croquet Lawns
9 Bowling Greens
1 Marching Venue
1 Lawn Tennis Club
8 Golf Courses
1 Ki-o-rahi Venue
Sports Fields
Greens/Lawns/Courses
Other Sports Venues
All projections are 30 years

1.3 Sports – Key Findings

Sport		Participation Patterns	Facility Focus
	Archery	Low participation numbers.	A mix of indoor and outdoor provision.
	Athletics	Demand concentrated in primary ages and masters.	Optimise the TET Stadium track as regional hub. Other grass tracks support and offer local participation opportunities.
	Cricket	Move to shorter formats of game. Declining senior participation. Small base of female participants.	Continue to access school grounds to complement council fields. Focusing on artificial wickets for junior and lower adult grades reduces ongoing operating costs. Maintaining the current level of grass wickets as part of the cricket pathway.
	Croquet	Low participation and an ageing membership.	Focus should be on viable clubs. Look for multi-use / hubbing opportunities.
	Disc Golf	Relatively casual participation.	Consider low-cost integration with existing parks or new developments.
	Football	Largest field sport; significant junior growth with hub pressure.	Protect school-field access and improve capacity at key hubs.
	Golf	Large participation base across life-stages. Significant junior growth in recent years.	Look to diversify facility offering, including technology-led services.
	Ki-o-rahi	Re-emerging sport, with solid participation particularly among tamariki and rangatahi.	Opportunity to include permanent courts within future park upgrades or school-field settings.
	Lawn Bowls	Ageing membership and volunteers, with casual formats growing.	Focus should be viable clubs, shared maintenance and multi-use club facilities.
	Lawn Tennis	Now a niche lawn-surface activity, with only one lawn tennis club identified in the region.	Explore opportunities to share resources with other local lawn sports clubs
	Marching, Ultimate Frisbee	Low participation, some participation in Ultimate among young adults and older families, with few identified sites.	No evidence of additional field-capacity need; retain access through flexible, bookable shared-use spaces.
	Rugby Union	Remains a core regional field sport, with strong junior participation but declining senior participation. Trend: -2% annually.	Focus on shared-use hubs, supporting facility renewal, lighting and accessibility rather than additional field supply.
	Rugby League	Smaller participation base, with junior growth and a very small senior competition. Trend: +1.5% annually.	Needs access to flexible winter field capacity, particularly where localised demand pressures occur.
	Softball	No formal competition softball in Taranaki at present.	Test demand before major investment; a grass diamond may be a lower-risk first step if local interest is confirmed.

1.4 Key Opportunities

Stakeholder engagement, network analysis and facility assessments identified a number of strategic opportunities to strengthen the long-term sustainability, accessibility and effectiveness of the Taranaki lawn and sports field network. The opportunities outlined below represent common themes raised across the region and provide a focus for future investment, collaboration and network development. For further detail, refer to Key Opportunities.



1.4.1 Address Deferred Maintenance on Club-owned Assets

A significant proportion of clubs identified deferred maintenance of club-owned assets as of importance. Repairing or replacing roofs, kitchens, and change rooms were all recorded by multiple clubs.

Future investment decisions should consider a range of options to maximise long-term community benefit.

1.4.2 Reduce Barriers and Support Participation Growth

Clubs need to investigate what barriers there are to participation in their sports and look at implementing strategies to encourage greater participation. A number of sporting codes have seen decreases in participation for a range of reasons. Some of the barriers identified include:

- Increased costs of memberships, uniforms, equipment and travel have created barriers for many especially in junior sports
- Transport challenges to training or competition reduce participation
- A shortage of volunteers to run the activity and look after club facilities
- The inability to provide a delivery model that suits the needs of participants

1.4.3 Increase Sharing of Places, People, Equipment and Expertise

There is an increasing desire amongst clubs to work together for the betterment of all sports[2]. A number of opportunities have been identified, including sharing facilities, fields, lawns, specialist machinery and expertise to ensure that sport remains a strong, healthy part of the Taranaki eco-system.

1.4.4 Improve Accessibility and Inclusion Across the Network

Accessibility encompasses a wide range of factors that can either enable or hinder a person's ability to participate in sport and recreation, and it emerged as a key theme in stakeholder feedback. Access to fit-for-purpose toilets and change rooms was often identified as a challenge.

1.4.5 Make High Impact Upgrades at Key Regional Venues

Taranaki has a network of higher-end facilities that serve a role in hosting regional and national athletes for training and/or competitive games. Several of these key strategic sites require investment.

1.4.6 Develop Stronger Iwi Partnerships and Taiao-focused Planning

There is an opportunity to further partner with mana whenua through the planning and operations of lawn and sports field projects. Co-design- of environmental and cultural settings (water, planting, biodiversity, land history) with iwi/hapū will strengthen outcomes for all.

1.4.7 Formalise school-community facility partnerships

A number of sports codes are reliant on non-council sports fields and lawns to deliver their sport. Schools often also require access to council-owned sports fields. School field use is conservatively estimated at 15% of all community sports field use in the Taranaki region[3]. Councils and sports codes should work together to secure current school access and secure any potential new access to school fields and supporting facilities. A recurring theme in stakeholder feedback was the need for access to toilets and other supporting facilities when school fields are used for community sport.

There are both benefits and challenges to community access to school fields outside of school operating hours. All parties should collaborate to understand how to maximise benefits and minimise challenges.

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[2] This was evidenced at workshops held during the development of this Plan. Club representatives generally wanted to help and share with each other. It was at one of these workshops that the phrase "We need to be friends during the week and tribal in the weekend" was borrowed for this Plan. A quote from an Inglewood United Rugby & Netball Club representative.

[3] While national figures are unknown, this is considered a high proportion of use for competitive sport and training purposes, when compared with other similar regional studies.

1.5 The Future Lawn and Sports Field Network

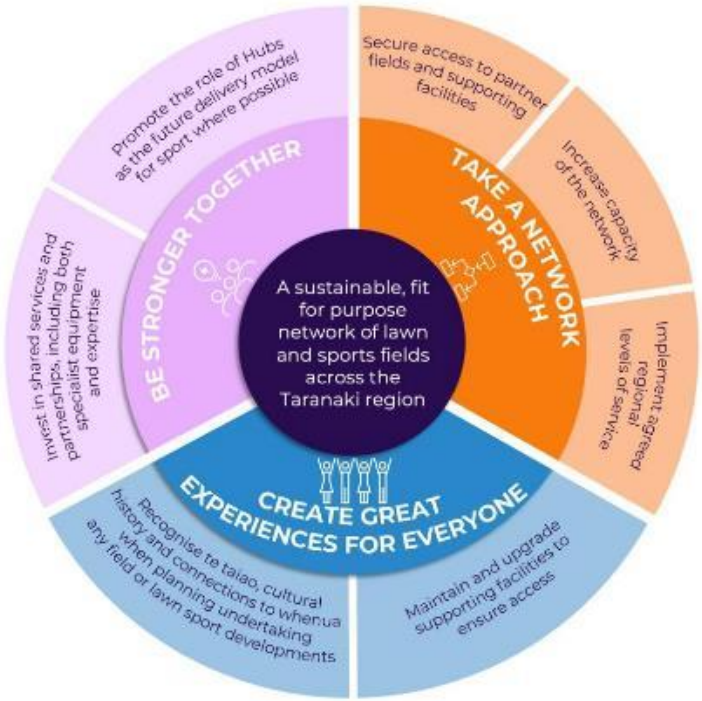
1.5.1 The Context

To remain fit for purpose in the future, the Taranaki lawn and sports field network will require targeted investment and coordinated action. Opportunities exist to increase capacity where demand is growing, renew ageing club-owned assets and improve the overall resilience of the network. Realising these opportunities will require collaboration between sporting codes, councils, other landowners and funding partners.

The Vision

A sustainable, fit-for-purpose network of lawn and sports fields across the Taranaki region.

The adjacent diagram outlines the three goal areas and focus areas, with key region-wide and local recommendations outlined in the tables on the following pages.



1.6 Conclusions and Recommendations / Ngā Whakakapinga me ngā Tūtohunga Matua

The Lawn and Sports Field Network in Taranaki is extensive, playing an important role in communities across the region.

The key opportunities in the provision of a fit-for-purpose Lawn and Sports Field Network do not focus solely on increasing capacity. While there are some identified pockets of demand pressure (primarily impacting football and rugby league provision in New Plymouth), other recommendations focus on the following:

1.6.1 Securing Access to School Sports Fields

Continued access to school sports fields will be critical, with up to 60 additional hours of weekly winter sports field capacity potentially required by 2040 if this access is not secured.

Addressing this shortfall will require a combination of measures, including maintaining and expanding access to school fields, improving utilisation through scheduling and allocation changes, upgrading the condition of existing fields, and developing higher-capacity surfaces in strategic locations. Collectively, these approaches provide the most effective response to forecast demand. The confirmation of the development of the sports fields at the Tūparikino Hub is a key determinant of what other capacity options can be implemented to meet ongoing demand.

1.6.2 Re-allocation of Fields

Participation changes have seen some sports requiring more field access than previously, while other sports are either stable or have seen declines. Historical allocation of fields means some sports have a disproportionate level of access to fields. Re-allocation of some fields to accommodate demand (particularly for football) should be considered, while also being sensitive to the historical ties some sports clubs have to certain venues.

1.6.3 Future Club Facility Models

Many supporting facilities, including floodlighting, changing facilities and clubrooms, require refurbishment or renewal. When upgrades are proposed through the Taranaki Facilities Consortium process, Sport Taranaki, councils and funding partners have an opportunity to work with clubs to assess their long-term sustainability and identify the most appropriate response. In some cases, retaining the existing facility model will remain appropriate. In others, greater collaboration, shared facilities or alternative delivery models may provide more sustainable outcomes and better experiences for participants.

1.6.4 A Partnership Approach

There is also a strong desire for mana whenua to be genuine partners in the planning, development and management of lawn and sports field facilities, ensuring mātauranga Māori informs both design and ongoing stewardship.

The recommendations within this report are presented at both a region-wide and territorial authority level, recognising that opportunities and priorities vary across Taranaki while contributing to a connected and sustainable regional network.

1.7 Regional Recommendations (applicable for all councils)

Each recommendation outlines the sporting codes that are most likely to be impacted, a lead agency to champion the recommendation, a priority ranking from low through medium, medium-high and high and timing. Short term refers to 0–3 years, medium term refers to 4–7 years, and long term refers to 8 years plus.

Goal	Recommendation	Relevant Codes	Lead Agency	Priority	Timing
Take a Network Approach	**Recommendation:** Continue to promote and support hubbing opportunities for co-located sports codes **Rationale:** Hubs can provide an efficient delivery model for the provision of sport, often by combining resources between clubs. **What needs to be done:** The Taranaki region has some strong examples of hubs. This experience should be leveraged. There are opportunities for sporting hubs across the region. While hubbing opportunities are being promoted, other concepts can be considered such as energy efficiency, environmental sustainability and inclusiveness.	All codes	TFC	High	Ongoing
Create Great Experiences for Everyone	**Recommendation:** Any investment in supporting facilities must include an assessment of the wider capability of the applicant club or code **Rationale:** There are a large number of sports pavilions, change rooms and other supporting facilities that will face the prospect of significant repairs in the coming years. Continued investment into the same delivery model may not be the best solution. This provides several opportunities: • To revisit the health of the club/s and see if the current set-up is fit-for-purpose • Understanding of the wider network of facilities in the area • Increase the levels of accessibility, including appropriate change areas for all genders and access to spaces for those with mobility needs **What needs to be done:** The TFC to develop an assessment guide to assess the capability of applicants and to assist those applying for funds to consider the range of options available to them.	All codes	TFC	High	Ongoing

Goal	Recommendation	Relevant Codes	Lead Agency	Priority	Timing
Create Great Experiences for Everyone	**Recommendation:** When any lawn or sports field developments are being proposed, work with mana whenua to embed the cultural narrative of the area into any upgrades or developments. **Rationale:** Most fields are within reserves, some of which have been highlighted as areas of cultural significance. Projects need to be challenged to think beyond sporting outcomes with some environmental mitigation and instead consider how these spaces can actively reflect local stories, restore te taiao, and support future generations. The TFC/Sport Taranaki / Councils should consider how they can best resource this work. **What needs to be done:** The TFC to review current engagement processes with mana whenua.	All codes	TFC / Sport Taranaki / Councils	High	Short term
Take a Network Approach	**Recommendation:** Develop a template agreement for clubs and schools to use when securing access to sports fields. Any agreement should look at securing supporting facilities (such as toilets and change rooms) where practical. **Rationale:** School sports fields make up at a minimum 15% of field use. There are a number of clubs that would struggle to support all their teams if it were not for the goodwill schools provide in allowing access to fields. Clubs need to ensure that access is respected. **What needs to be done:** The TFC can provide regional leadership in providing an easy-to-use access agreement between schools and clubs.	Cricket, Football, League, Rugby	TFC / Sport Taranaki	High	Short term
Create Great Experiences for Everyone	**Recommendation:** Develop agreed levels of service for lawn and sports field facilities. **Rationale:** Levels of service provide a mechanism to have shared expectations around the quality of the offering. Currently, there are misaligned expectations on what level of service should be provided by field owners for sports codes. **What needs to be done:** As local government structural change occurs, there will be opportunities to review existing levels of service and clearly communicate future levels of service.	All codes	All Councils	Medium-High	Medium term
Take a Network Approach	**Recommendation:** Undertake a detailed assessment of the impacts of climate change on flood-prone or coastal lawn and sports field sites.	All codes	TFC / Sport Taranaki	Medium-High	Medium term

Goal	Recommendation	Relevant Codes	Lead Agency	Priority	Timing
	Rationale: There are some venues that have been identified as vulnerable to coastal inundation or erosion. Other sites are in flood zones that may be impacted by the expected increase in the frequency and size of weather events. **What needs to be done:** A detailed assessment of all coastal clubs should be undertaken to understand the potential risks and how these could be mitigated.				
Be Stronger Together	**Recommendation:** The TFC to establish and support a regional reference group for lawn and sports fields that encourages partnerships and collaboration. **Rationale:** Sporting code feedback indicates a need for a regular flow of information to and from key agencies. The TFC is perfectly structured to offer facilitation support for a regional reference group. The group would look for further opportunities to implement the key goals of this Network Plan. **What needs to be done:** The TFC to call for sport representatives and establish a cycle of hui.	All codes	TFC	Medium-High	Short term
Be Stronger Together	**Recommendation:** TFC to work with relevant sports codes to create maintenance equipment pools to be shared across clubs and codes, where practical. **Rationale:** There is some equipment that could potentially be shared more. There are already some excellent examples of golf clubs sharing some specialist equipment and sports field codes sharing GPS line marking gear. Examples could include aerators, top dressers and scarifiers. **What needs to be done:** TFC should investigate an equipment pool, particularly for lawn sports, with a focus on gear that is used less frequently but has high capital costs.	Bowls, Croquet, Golf	TFC	Medium	Short term
Be Stronger Together	**Recommendation:** Investigate the potential for other lawn sports to partner with the Taranaki Greenkeepers Association to share expertise between codes or adopt a similar model **Rationale:** There are many lawn sport venues that rely on volunteers to maintain the lawns or courts. These volunteers would benefit through sharing expertise. **What needs to be done:** TFC to work with Taranaki Bowls and Golf to understand the structure and benefits of the associations and determine what strategies would best suit interested sports.	Bowls, Croquet, Golf, Cricket	TFC / Sport Taranaki / Regional Reference Group	Low-Medium	Medium term

1.8 New Plymouth District-level Recommendations

Goal	Recommendations	Relevant Codes	Lead Agency	Priority	Timing
Take a Network Approach	**Recommendation:** Confirm when the fields component of the Tūpari kino Hub will proceed. **Rationale:** There are issues around the potential sports field developments, such as a required underpass (estimated to cost approximately $7m), plus operational issues that may further delay this development. The fields component of this development could provide additional capacity and quality to the sports field network. If this development does not proceed or is deferred indefinitely, then look to Stadium Taranaki Field 2 upgrade. **What needs to be done:** Undertake detailed analysis of the costs and benefits of the field developments proposed at the hub.	Cricket, Rugby	NPDC	High	Short term
Create Great Experiences for Everyone	**Recommendation:** Upgrade Field 2 at Stadium Taranaki so it can be further enhanced as a community sports hub for training and competition for football, rugby league and rugby. **Rationale:** Stadium Taranaki should continue to be developed as a regional sport and recreation hub, serving opportunities for broader use, collaboration and connection. The cost to hire Field 1 for community sport is prohibitive. The level of upgrade is contingent upon decisions for stage two of the Tūparikino Hub. Then undertake detailed planning to increase the quality of Field 2 at Stadium Taranaki to complement the main field. Football is interested in an artificial surface; however, rugby has stated they would not support this option. Options to be further investigated include: • Improved turf, drainage and irrigation • A sand carpet • A hybrid surface • Upgrades to fields 3 and 4 to focus on improved drainage and irrigation requirements. • Look to re-allocate field use between codes to meet demand pressures. **What needs to be done:** The decision about the typology of field needs to be based on not only the ability to add capacity to the network. Improving the quality of Field 2 of	Football, League, Rugby	TRC / NPDC	High	Medium term

Goal	Recommendations	Relevant Codes	Lead Agency	Priority	Timing
	Stadium Taranaki would allow the venue to cater for a wider range of user groups, from community sport festivals to tournaments and events. Fields 3 and 4 could also be upgraded to enhance the network.				
Take a Network Approach	**Recommendation:** Re-allocate fields between winter sports field codes to alleviate localised demand pressure. **Rationale:** Rugby makes up 23% of demand for fields and has 54% supply. Conversely football makes up 70% of demand and has 38% of supply. Rugby League has 7% of demand and 8% of supply. This imbalance among codes can be addressed to alleviate localised capacity pressures. **What needs to be done:** Look to re-allocate fields that are not historically tied to clubs in the first instance. Work with sports codes to understand which fields can most practically be re-allocated.	Football, League, Rugby	NPDC	High	Short term
Take a Network Approach	**Recommendation:** Investigate drainage upgrades at sports field parks to increase the capacity of the network. **Rationale:** Drainage upgrades will improve the quality of the surface and increase the number of hours of use per week that can be sustained. Feedback received from clubs on the poor condition of some fields reinforces this direction. Some of the identified fields are currently overused. **What needs to be done:** Develop a 10-year work programme of upgrades. The priority upgrades are: • Corbett Park • Sutherland Park • Lynmouth Park	Football, League, Rugby	NPDC	High	Short term
Take a Network Approach	**Recommendation:** Confirm the long-term facility and field-use model for Hickford Park through the Bell Block spatial planning process. **Rationale:** Bell Block is an area forecast for significant growth and Hickford Park plays an important role in local provision across a range of sports. There is a range of facilities on site.	Cricket, Football, League, Rugby,	NPDC	High	Short term

Goal	Recommendations	Relevant Codes	Lead Agency	Priority	Timing
	What needs to be done: Working with mana whenua, review the uses of the park and look for opportunities for shared use of fields and supporting facilities.	Touch, Athletics			
Create Great Experiences for Everyone	**Recommendation:** NPDC and Taranaki Cricket need to determine what future status for Pukekura Park is required, considering all options that may exist and consulting with other key stakeholders (such as NZ Cricket, Central Districts Cricket Association, Venture Taranaki). **Rationale:** This key decision will inform the scope and level of investment required for the long-term solution for the Bellringer Pavilion. Pukekura Park is a nationally significant cricket venue. There are opportunities to capitalise on its unique place in New Zealand cricketing heritage. While the playing surface remains a key asset, the supporting amenities at Bellringer Pavilion require a long-term solution to ensure they appropriately support the venue's status and ongoing use. Any long-term solution for the Bellringer Pavilion should address existing accessibility and inclusiveness barriers. Subject to the decision on the ground's status, NPDC and Taranaki Cricket should focus on maintaining Pukekura Park as a national-level cricket ground that can accommodate regional representative competition. Appropriate use of the outfield for other sports, such as junior football during winter, should continue to be considered to maximise use of the facility while protecting the quality and condition of the cricket surface. **What needs to be done:** Determine the required status of Pukekura Park and based on this decision, develop a long-term solution for the Bellringer Pavilion to support its ongoing role as the premier cricket venue in Taranaki and its capacity to host higher level competition.	Cricket, Football	NPDC	High	Short term
Create Great Experiences for Everyone	**Recommendation:** Support the replacement of the TET Stadium athletics track surface. **Rationale:** The TET Athletics Track is the regional home for Athletics. It hosts up to national-level athletics meets, including the Colgate Games. It is appropriate for a region the size of Taranaki to have one synthetic athletic track, serving as the hub for the sport.	Athletics	Funders	High	Short term

Goal	Recommendations	Relevant Codes	Lead Agency	Priority	Timing
	What needs to be done: Relevant technical report investigating any remedial work or drainage improvements for the site, before the surface is re-laid.				
Take a Network Approach	**Recommendation:** Support clubs to ensure that access to school fields is secured at school sites for the provision of community sport. **Rationale:** School sites make up a significant proportion of venues used for community sport, particularly junior games. Cricket and football in particular are heavily reliant on school fields to meet demand. **What needs to be done:** School fields are secured utilising an agreed access agreement to be developed.	Cricket, Football, Rugby, League	Sport Taranaki / RSOs	Medium-High	Short term
Be Stronger Together	**Recommendation:** Investigate options for the long-term relocation of the Kaitake Community Sports Hub **Rationale:** The location of the hub will be prone to increased coastal inundation over time. This, and localised demand pressures mean a new site for the hub should be considered in the longer term, particularly as the Ōākura area continues to grow. **What needs to be done:** NPDC and the Kaitake Community Sports Hub to meet and agree a plan for identifying potential longer-term plans for field expansion and re-location. Given the long-term nature of this project there is logic to invest in field upgrades to enhance capacity, which is significantly stretched.		NPDC & Kaitake Community Sports Hub	Medium-High	Long term
Be Stronger Together	**Recommendation:** Greenwood Archery and Western Suburbs Rugby Club to consider how facilities can be further shared. **Rationale:** Club feedback indicates a desire for sporting codes to explore ways of working closer together. **What needs to be done:** Seek support from TFC on best practice, templates and resourcing of process.	Archery, Rugby	Relevant Clubs	Medium	Short term
Create Great Experiences for Everyone	**Recommendation:** Develop a business case for the development of a golf driving range, both as a service offering to participants and as a financial sustainability strategy. **Rationale:** Golf does not have a dedicated, permanent driving range in Taranaki. A modern driving range, offering multiple bays to practise, along with integrated	Golf	Taranaki Golf	Low-Medium	Medium term

Goal	Recommendations	Relevant Codes	Lead Agency	Priority	Timing
	technology experiences, is seen by Taranaki Golf as a way of attracting and retaining new people to the sport and increasing the financial sustainability of the sport. **What needs to be done:** Taranaki Golf is leading this project. The location for this driving range could either be the utilisation of existing golf course space, if a course was to modify its offering; or a stand-alone driving range.				

1.9 Stratford District-level Recommendations

Goal Area	Recommendations	Relevant Codes	Lead Agency	Priority	Timing
Take a Network Approach	**Recommendation:** Support clubs to ensure that access to school fields is secured. **Rationale:** There is a reliance on accessing school grounds for some sports to be played in the Stratford area. **What needs to be done:** Prioritise access agreements with the following schools: • Stratford High School • Stratford Primary School	Athletics, League	TFC / SDC / RSOs	High	Short term
Take a Network Approach	**Recommendation:** Upgrade drainage of Page Street sports fields at King Edward Park. **Rationale: Page** Street sports fields are an important part of the sports field network in the Stratford district. **What needs to be done:** A key upgrade as identified in the Reserve Management Plan is to improve drainage on fields to ensure ongoing capacity at the park.	Rugby	SDC	Medium-High	Short term
Take a Network Approach	**Recommendation:** Upgrade drainage of Swansea Park Football Ground **Rationale:** Swansea Park football ground is an important part of the sports field network in the Stratford district. It is the hub for football in the district. It could also be a potential hubbing location in the future, should demand warrant. **What needs to be done:** Work with club to confirm drainage upgrade plan and timing, to minimise potential disruptions.	Football	SDC	Medium-High	Medium term

Goal Area	Recommendations	Relevant Codes	Lead Agency	Priority	Timing
Be Stronger Together	**Recommendation:** SDC to continue with the maintenance and renewals programme for Victoria Park **Rationale:** Key areas requiring addressing are maintenance on the community grandstand and installation of security lighting cameras to minimise anti-social behaviour in the area. A new cricket changing room facility is in development. Explore any opportunities for increased shared use of this facility and other assets on Victoria Park. **What needs to be done:** SDC has identified key areas requiring addressing as maintenance on the community grandstand and installation of security lighting cameras to minimise anti-social behaviour in the area.	Athletics, Cricket, Rugby	SDC	Medium-High	Short term
Create Great Experiences for Everyone	**Recommendation:** SDC to support the Stratford Croquet Club in upskilling volunteers to undertake some lawn care services. **Rationale:** The Stratford Croquet Club has requested additional lawns. The club has 32 members, a number that does not warrant more lawns. The club should examine their delivery model to provide more capacity instead. **What needs to be done:** SDC to provide lawn care training services, via approved contractor.	Croquet	SDC	Med um	Short term

1.10 South Taranaki District-level Recommendations

Goal Area	Recommendations	Relevant Codes	Lead Agency	Priority	Timing
Create Great Experiences for Everyone	**Recommendation:** Continue to promote and invest in the TSB Hub as a premier community sporting venue in the district. **Rationale:** The TSB Hub can host a range of larger-scale tournaments. It has modern supporting infrastructure and quality fields. Hāwera is also well positioned geographically to accommodate teams travelling from other regions south of Taranaki. **What needs to be done:** Work with relevant Regional Sports Organisations and national Māori Sports Organisations to attract tournaments and festivals to the district.	Cricket, League, Rugby, Touch	STDC	High	Ongoing
Be Stronger Together	**Recommendation:** Promote and facilitate hubbing opportunities for co-located sports codes in the South Taranaki district. **Rationale:** Population and participation projections indicate that a consolidation of sports clubs may be required to sustain team numbers in some areas of the district. **What needs to be done:** Potential opportunities for lawn and green sports in Hāwera.	All sports	TFC / Sport Taranaki	Medium-High	Ongoing
Be Stronger Together	**Recommendation:** STDC to work with community groups in the refurbishment of the Pātea Domain grandstand **Rationale:** At this time, investigate whether the grandstand refurbishment could be a catalyst for additional sports code sharing / hubbing. **What needs to be done:** The TFC to support STDC in discussions with codes on the proposed programme of works and look for collaboration opportunities. **What needs to be done:** At this time, investigate whether there are opportunities for groups to share resources and expertise as a result of these developments.	Rugby,	STDC	Medium-High	Short term
Be Stronger Together	**Recommendation:** STDC to work with community groups in the refurbishment of the grandstand at Dallison Park (in Waverley)	Waverley based clubs	STDC	Medium-High	Short term

Goal Area	Recommendations	Relevant Codes	Lead Agency	Priority	Timing
	Rationale: The grandstand is scheduled to be refurbished; therefore consideration should be given to any additional collaboration between sports codes, and other community groups. **What needs to be done:** At this time, investigate whether there are opportunities for groups to share resources and expertise as a result of these developments.				
Take a Network Approach	**Recommendation:** Support clubs to ensure that access to school fields is secured **Rationale:** These schools play an important role in providing field space for community sport provision **What needs to be done:** Target the following sites as an initial priority: • Pātea Area School • Ōpunakē High School • Hāwera Primary School	Cricket, Rugby	TFC	Medium	Short term
Create Great Experiences for Everyone	**Recommendation:** Facilitate sharing opportunities of equipment and expertise between co-located clubs. **Rationale:** Some equipment can be shared across clubs, reducing the need for multiple applications to funders for the same equipment (while also acknowledging some equipment cannot be shared as easily). Football already successfully shares a GPS line-marker. **What needs to be done:** Investigate a lawn sports equipment pool that can be shared between lawn sports clubs in South Taranaki.	Bowls / Croquet / Golf / Lawn Tennis	TFC / Sport Taranaki	Medium	Medium term

Goal Area	Recommendations	Relevant Codes	Lead Agency	Priority	Timing
Create Great Experiences for Everyone	**Recommendation:** Explore the viability of developing a permanent softball diamond in South Taranaki. **Rationale:** Softball is played by some residents, participating in a Whanganui competition. There have been informal approaches to STDC to establish a softball diamond. Options include either a grass or skin diamond located either in Hāwera or Manaia. **What needs to be done:** A lower-cost, grass diamond initially may help to determine whether the level of interest in the sport is sufficient before any significant investment is considered.	Softball	STDC	Med um	Short term




The Current Network
Purpose, People, Participation and Places
Te Taura Tangata o Nāianei –
Te Kaupapa, Ngā Tāngata, Te Whai Wāhitanga me Ngā Wāhi

2 Background / He Kōrero Whakamārama

2.1 Purpose

This Network Plan has been developed to confirm the community inventory and demand for lawn and sports field facilities, to understand if current provision meets this demand and to understand where consolidation or future development and investment in lawn and sports field spaces will most benefit the regional network.

The Plan will[4]:

- Identify opportunities to optimise the existing network, including opportunities for collaboration.
- Identify accessibility, sustainability, financial and environmental challenges, and potential solutions.
- Advise how the sport and recreation sector can make better use of the resources, equipment and people that use and contribute to lawn and sports field activities.
- Support councils and funders with planning, prioritisation, investment, and future resourcing decisions.

The plan will consider Te Ao Māori and reflect this approach in its development with relevant engagement with iwi/hapū and key recommendations.

2.2 Taranaki Region

The Taranaki region is home to 131,500 people. It covers a large geographic area of approximately 7258km²[5]. It is bound by the Tasman Sea in the west and shares boundaries with the Waitomo, Ruapehu and Whanganui districts. The main centre is the city of New Plymouth, with Waitara and Inglewood the next largest urban areas in the district. The New Plymouth District is one of three districts in the region and is home to more than 65 per cent of the population of Taranaki. The Stratford District includes the main centre of Stratford, servicing a vast hinterland with a number of smaller settlements. The South Taranaki District includes Hāwera (the second most populous urban area in the region), Eltham, Pātea, and Ōpunakē. Much of the region is rural and reasonably remote, with a strong focus on primary industries.

Taranaki Region



2.3 The Value of Play, Active Recreation, and Sport

Play, active recreation, and sport have long been valued as key parts of the New Zealand lifestyle. It is well known and accepted that participation has a range of benefits for individuals and communities, including contributing to physical and mental health and well-being, social connection, national and local pride, and the national and local economy.

How New Zealanders participate in physical activity has changed over time. Increasingly, people are choosing to participate through active recreation and play; engaging through traditional sport, whilst still important, is not the main way people are physically active. In part, this is due to increasingly busy lives, changing work habits and the broad diversity of play, active recreation and sport opportunities which are on offer.

Recently, there have been increasing efforts to quantify the broader societal benefits of physical activity through participation in play, active recreation and sport. This provides important context for decision-makers when the prioritisation of investment in active recreation and sport spaces and places is being considered.

[4] Adapted from the project brief supplied by the TFC
[5] Taranaki Regional Council

Key points from research include:

74% (people surveyed) say sport and physical activity help build vibrant and stimulating communities.[6]

"For every $1 invested in recreational physical activity, $2.12 worth of social impacts are generated." 7

2.4 The Value of the Lawn and Sports Field Network

Participation in physical activity provides significant individual and community benefits that are well documented. At an individual level, participation in sport provides a range of health and well-being benefits. Aside from the physical health benefits of being physically active, there are also mental health benefits that are gained.

Sports clubs provide a place for people to come together to participate in the sport and engage with others in the community. These clubs are key connection points in communities of all sizes, from small rural communities to larger urban areas. They enable a sense of belonging to place, and participation provides significant physical, mental and emotional benefits.

Games and events are an opportunity to embed local tikanga, such as manaaki, shown through the provision of kai after games for guests. This is something that was once very common among sports clubs but has diminished over time.

Much of the work undertaken at sporting clubs is voluntary, be it serving on committees, coaching or helping with fundraising.

[6] The Value of Sport (Main Report 2017) Sourced from Sport NZ.

[7] Social Return on Investment (SROI) Report – Summary October 2017 and associated case studies can be explored via Sport NZ

3 Strategic Context / Te Horopaki Rautaki

3.1 Taranaki Facilities Consortium / Sport Taranaki

The Taranaki Facilities Consortium (TFC) was established in 2023 as the regional partnership responsible for implementing the Collaborating for Active Spaces and Places Strategy, replacing the Taranaki Regional Sport and Recreation Facilities Steering Group established in 2018.

The TFC recognises that changing demographics, evolving participation trends, financial pressures, and ageing infrastructure all require a coordinated rather than district-by-district approach.

The TFC has overseen the development of other regional facility plans to focus on facility types that present challenges and opportunities in the Taranaki region. The Lawn and Sports Field Network Plan is the third of these targeted network plans to be developed for the TFC. Figure 3-1 illustrates the interconnectedness of TFC's work programme to wider regional and local decision-making.

Figure 3-1 Strategic Context Map



3.2 Strategic Documents Review

There are a range of plans and strategies that inform this Lawn and Sports Field Network Plan. A brief summary of key documents is provided below, with further information available in Appendix Three.

3.2.1 Collaborating for Active Spaces and Places Strategy (2023)

The Collaborating for Active Spaces and Places Strategy (CASP) provides a region-wide framework for planning, investing in, and managing sport and recreation facilities across Taranaki. The strategy promotes regional collaboration between councils, sport organisations, schools, and community partners to ensure facilities are fit for purpose, financially sustainable, and aligned with community need.

The CASP strategy has core values that are relevant to this Network Plan. They are:

Collaboration | Accessibility | Sustainability

For all facilities, the Network Plan promotes:

- Making better use of existing facilities before developing new ones.
- Supporting a network approach that encourages shared use
- Improved asset management
- Investment in the right facilities, in the right locations, to meet current and future community needs.

3.2.2 Sport New Zealand Spaces and Places Framework

As the Crown entity for sport and recreation, Sport New Zealand Ihi Aotearoa (Sport NZ) provides support and oversight for regional sports trusts, councils and other stakeholders when it comes to facility planning. Sport NZ has produced The New Zealand Spaces and Places Framework 2024[8]. It is designed to help organisations plan, develop, fund, and manage play, active recreation, and sport spaces and places effectively. The framework has ten guiding principles, reflected in Figure 3-2.

Sport NZ has recently issued several other significant pieces of strategic guidance, including:

- Sports Field Development Guide
- Environmental Sustainability Guidelines
- Te Tiriti o Waitangi-Informed Approach to Spaces & Places Provision for Physical Activity

These have been used to inform this Plan, with summaries included in Appendix Three.

Figure 3-2 Spaces and Places Framework



3.2.3 Sporting Code Direction

There is also a suite of National Facilities Strategies for sports codes which have been developed since approximately 2010. Several have been recently reviewed, while many strategies are now quite dated. However, they still provide some direction for facility planners and decision makers to help guide facility investment for those specific sports.

Themes from current national facility strategies that are relevant in the Taranaki region include:

- Geographic distribution and accessibility of facilities is not consistent.
- Challenges of funding ongoing maintenance and replacement costs of existing facilities (including costs of changes linked to legislative requirements).
- Desire to maximise the use of existing facilities, including through increased awareness (doing so is often more cost-effective than developing new assets).
- A need to improve the quality of existing assets, including the support facilities provided (such as toilets and changing rooms).
- Some strategies identify a potential link between facility quality and player development.
- Taking a hierarchy approach to facility provision and considering provision as a network (on a regional basis).
- More partnership approaches to facility provision to facilitate more efficient use of resources, including multi-use hubs.
- The importance of the education sector to facility provision.
- Casual participation in many sports is trending up, whilst traditional, competitive participation is declining.

Appendix Three provides an overview of other national, regional and local strategies and plans which are relevant to planning for lawn and sports fields in the Taranaki region.

[8] New Zealand Spaces and Places Framework 2024 | Sport New Zealand – Ihi Aotearoa

3.3 People

The current and future profile of the population in Taranaki is a key determinant of what participation in lawn and sports field activities is likely to occur. A short summary of the key demographic trends is provided in Table 3-1.

Table 3-1 Summary Demographic Trends

	Demographic Trend	Implications for Lawn & Field Sports
	Projected population increase of 23,000 people over the next 30 years.	An increase in the total number of people with the potential to participate in lawn and field sport activities.
	68% of the Taranaki region resides in the New Plymouth District, nearly a quarter in South Taranaki, and 9% in Stratford.	Need to consider accessibility of sports fields and lawn sport venues to the population, including drive times.
	The playing age group (5–49 year olds) is expected to increase by over 8,600 people. All of the increase is in the 20–49 age group.	Lawn and field sport facilities will need to provide experiences and facilities that cater to a wide range of users.
	A high proportion of people identifying as Māori are young and in the "playing age" – tamariki, rangatahi or young adults.	Specific consideration needs to be given to the preferences of Māori when considering the network of lawn and sports field facilities.
	The 75-plus age group is expected to grow by 93% or over 10,500 people.	More demand for lawn sport facilities by this cohort. A requirement for facilities that are warm and accessible and support social connections.
	The population of the Taranaki region is expected to become more ethnically diverse.	The participation preferences of various ethnic groups can vary. Ethnic identity may impact what recreational activities people choose to participate in, for example, the kind of field sport experiences undertaken.
	The most deprived areas of the Taranaki Region are some pockets of New Plymouth city, Waitara and the South Taranaki District.	Potential barriers to accessing and affording field and lawn sport opportunities for much of the population. Need to consider the provision of localised, affordable field and lawn sport facilities.

3.4 Strategic Change Impacting Local Government

Local Government in New Zealand is in a period of significant strategic change, which will mean changes to the purpose, scope and scale of regional and territorial authorities. Some of the main legislative changes proposed include:

- Water services reform
- Simplifying Local Government – which proposes replacing regional councils and signals amalgamations of territorial authorities.
- Local Government (System Improvements) legislation, which emphasises a back-to-basics approach and focus on delivery of essential services and regulatory functions. Community and recreational facilities are identified as core services with recognised value.
- Legislation to impose a rates cap on local government.
- Opportunities for establishing long-term central and local government agreements through the 'City and Regional Deals' initiative.

All of this is expected to have impacts on the role and function of local government and, therefore, how active recreation and sport spaces and places are supported in future.

This Network Plan cannot fully consider the rapidly changing local government environment, and it has not been designed to specifically respond to local government reform, as reform is currently underway. However, it is expected that this Network Plan will provide useful guidance on priorities for sports facilities investment within whatever the future shape is of local government in the Taranaki region.

"We need to be friends during the week and tribal in the weekend"

– Sporting Codes Workshop Participant

4 Te Taiao / The Environment

This Network Plan recognises that lawn and sports fields are located within the natural environment / taiao. Fields, lawns, clubs, and participant experiences are shaped by the land history, water, climate and biodiversity that surrounds them. This Plan aims to support community sport while upholding ka tiakitanga / guardianship, improving environmental outcomes, and respecting the cultural narratives of place.

Te Taiao is inseparable from the places where sport, recreation and community life occur. Through engagement with mana whenua, iwi taiao representatives and Māori sports providers, a clear message emerged that lawn and sports field spaces are far more than places to play sport. They are places where people connect with the whenua, where whānau can gather, where whanaungatanga and hauora are strengthened, and where identity and belonging can be expressed.

This Network Plan recognises that lawn and sports fields sit within the wider natural environment and are shaped by the history of the land, waterways, climate and biodiversity that surround them. Future planning should not only minimise environmental impacts but actively enhance the relationship between people, place and te taiao. This includes upholding kaitiakitanga, improving environmental outcomes, respecting the cultural narratives of place, and ensuring these spaces continue to support communities for generations to come.

4.1.1 Land History

- Lawn or sports fields may be close to or overlay sites of cultural significance for Māori (see maps here). This needs to be acknowledged and considered alongside any proposed changes. Engagement with mana whenua should be seen as a key requirement of any planned lawn or sports field improvements.
- Beyond recognising sites of significance, opportunities should be explored to celebrate the identity of each place through cultural interpretation, te reo Māori naming, artwork, pou, storytelling and indigenous planting developed in partnership with mana whenua.
- Future planning should seek to strengthen people's connection with the whenua by recognising that sports fields are places where communities create memories, build relationships and develop a sense of belonging over time.
- Many fields also sit on former landfills, reclaimed wetlands or old river valleys, with associated stability, contamination, and drainage risks.
- Workshop participants described experiences of feeling deeply connected to the whenua while participating in sport and recreation. They spoke about these spaces engaging all of the senses and providing opportunities to strengthen identity, belonging and connection with place. Future planning should seek to protect and enhance these experiences wherever possible.

4.1.2 Working in Partnership

- Effective stewardship of lawn and sports field spaces relies on enduring partnerships between councils, mana whenua, sports organisations, and communities.
- Engagement with mana whenua should begin early in planning processes and continue through design, delivery and ongoing management.
- Engagement should occur at an iwi level where direction should be given (iwi map can be found here: Iwi boundaries).
- Rather than consultation occurring at a single point in time, relationships should be built that enable shared decision-making, cultural advice and opportunities to restore and enhance te taiao.
- Partnership should extend beyond formal engagement with mana whenua to include Māori participation across the wider sporting and community network.
- Māori sporting organisations, Māori-led community organisations, whānau, hapū and other Māori structures that emerge within the system should be recognised as part of the network rather than operating separately from it. Where appropriate, these groups should be supported to participate alongside other sporting organisations and community partners in sport, recreation, volunteering, facility use, planning and community stewardship.

- Implementation of this Network Plan provides an opportunity to strengthen these partnerships and ensure future investment reflects both community needs and mana whenua aspirations.

4.1.3 Hauora, Whanaungatanga and Community Well-being

- Lawn and sports fields contribute to more than physical activity. They are places that support physical, mental, social and cultural well-being.
- Sport and recreation spaces provide opportunities for whānau to gather, for tamariki and rangatahi to develop confidence and identity, and for communities to strengthen social connections. The whanaungatanga developed through sport, recreation, volunteering and community events is an important part of the value of these spaces.
- Planning decisions should recognise the wider contribution these spaces make to community well-being alongside their sporting function.
- Feeling connected to activity spaces is associated with tamariki and their whānau enjoying being active together, and this shared enjoyment is linked to more hours of physical activity.[9]

4.1.4 Water and Stormwater

- Water is a critical requirement for life. Lawn and sports field groups need to ensure all practicable measures are in place to minimise water use (such as ground moisture sensors to optimise use, water recycling to re-use any water run-off, or rain-harvested water, well maintained irrigation equipment to ensure targeted watering).
- Sports fields are often seen as part of the network of solutions for stormwater retention, utilising land that cannot be used for other purposes such as housing. Equally, fields can also generate significant runoff, affecting local waterways if not well managed.
- Opportunities include rain gardens, swales, and wetland planting at field edges and car parks to improve water quality and resilience.
- Water is recognised as a taonga. Water management practices should seek not only to improve efficiency but also protect the mauri of surrounding waterways through good design and ongoing stewardship.

4.1.5 Chemicals, Soils, and Turf Management

- Ongoing use of fertilisers, herbicides and pesticides on intensively managed turf can affect soils, water and biodiversity. Decisions around turf management should balance field performance with the long-term health of soils, waterways, biodiversity and surrounding communities.
- Shifting toward reduced-chemical or organic regimes, smarter irrigation, and alternative turf systems supports both taiao and long-term field performance.
- Some councils in New Zealand are now reducing the use or banning some chemicals commonly used in the maintenance of fields or lawns.

4.1.6 Biodiversity and Edge Spaces

- Mātauranga Māori should be embedded in any changes made to shelterbelts, riparian margins and edges around fields to ensure these can be managed as biodiversity corridors (see the Te Kori Scott Point case study for an example where biodiversity is being actively pursued).
- Indigenous planting is likely to provide improved habitat, shading, visual buffering, and cultural expression while still supporting safe sport use.

4.1.7 Climate Resilience and Utilisation

- Increasingly, extreme weather places pressure on natural turf availability, especially on high-use training fields.
- Coastal inundation or erosion has been identified by some lawn and sports field parks in the region. Strategies need to be developed that acknowledge the ongoing impact on the identified fields.

[9] Sport NZ (October 2025) Active NZ Annual report on the 2024/25 New Zealand participation survey.

- Strategic use of hybrid, sand-based or artificial surfaces can reduce cancellations, but needs to be balanced with an understanding of whole-of-life costs and embedded taiao and sustainability considerations (such as stormwater treatment, heat effects, microplastics, and lifecycle impacts).
- Climate resilience should also consider the ability of future generations to continue enjoying these spaces. Long-term planning should balance participation needs with environmental sustainability and whole-of-life asset management.

Through the development of this Network Plan, our engagement with mana whenua, iwi taiao representatives and Māori sports providers consistently reinforced that lawn and sports fields are much more than places to play sport. They are places where people connect with the whenua, where whānau gather, where whanaungatanga and hauora are strengthened, and where identity and belonging are expressed. Taranaki Tū Mai and other multi-sport and community events and initiatives provide examples of the way sport can bring people and communities together across multiple venues and facility types. Participants challenged the project to think beyond environmental mitigation and instead consider how these spaces can actively reflect local stories, restore te taiao, and support future generations.



5 Participation / Te Urunga ki ngā Hākinakina

5.1 Field Sports Participation

Participation analysis provides the evidence base for understanding how different sports, age groups and districts are likely to use Taranaki's lawn and sports field network now and in the future.

This section draws on Sport NZ Insights, secondary school participation data and local code information to identify the key participation trends and planning signals that should inform future provision, investment and partnership decisions.

5.2 Sport NZ Insights

Table 5-1 shows that, of the field sports in scope for this Plan, football is the most popular sport across the whole population of the Taranaki region. Rugby, touch and cricket have similar levels of expected participation, while rugby league is less popular. Most sports have similar levels of expected participation to national levels, except for rugby, for which expected participation is slightly higher in the Taranaki region.

Table 5-1 Expected Participation Rate[12] for Field Sports for the Taranaki Region Compared to New Zealand.

	Field Sports				
	Football	League	Rugby	Cricket	Touch
					
All of New Zealand	6.3%	0.6%	2.7%	2%	2.3%
Taranaki Region	6.4%	0.6%	3.7%	2%	2.9%

Source: Sport NZ Insights Tool

The Sport New Zealand Insights Tool combines data from several different sources, including the 2022 and 2023 Active NZ Survey and Stats NZ 2018 Census data. One available insight from the tool is an understanding of expected participation rates for an area compared to national activity.

[12] Active NZ survey participation rates for the last 7 days

Another insight is the activity behaviours of cohorts in different life stages based on the demographic make-up of that community down to an SA2 level. The definition of each life stage is as follows:

Life Stage	Definition
Primary	School-age children, 5–12 years
Secondary	Secondary school age children 13–17 years
Young Adults	Employed and unemployed singles and couples with no children 16–34 years
Young Families	Singles and couples with children primarily in the early years and primary life stages, 25–45 years
Older Families	Singles and couples with children, primarily in the secondary and tertiary life stages, 35–60 years
Young Retirees	Recently retired singles and couples (often have grandchildren), 65–75 years
Older Adults	Employed and unemployed singles and couples without children at home (may have grandchildren) 35–64 years
Older Retirees	Retired singles and couples (often have grandchildren) 75 plus

The three life-stage participation tables which follow (field sports, lawn sports and other sports) show the percentage of people in Taranaki in each life stage participating in each activity. Further to this, the participation has been "heat mapped" using the following key:

Table 5-2 Expected (%) Participation in Field Sports by Life Stage

Sports	Participation %				
Life Stage	Cricket	Football	Rugby	League	Touch
Primary	7.8	24.4	12	1.9	9.4
Secondary	5.2	12.9	5.8	1.2	7.5
Young Adults		3	0.3	1.4	
Young Families	0.9	0.7	4.9		
Older Families		2			
Young Retirees					
Older Adults	0.2	0.7			1
Older Retirees					

Key	
	High Participation (> 10%)
	Medium Participation (5–10%)
	Low Participation (1–4.99%)
	Some Participation (0–0.99%)

When looking at field sports by life stage, participation is most popular among the younger life stages – primary and secondary-aged tamariki and rangatahi. Football is the most popular sport, followed by rugby. Participation in touch is also reasonably high amongst primary and secondary-aged children. Rugby has notable participation rates by young families.

5.3 School Sport New Zealand Participation Census

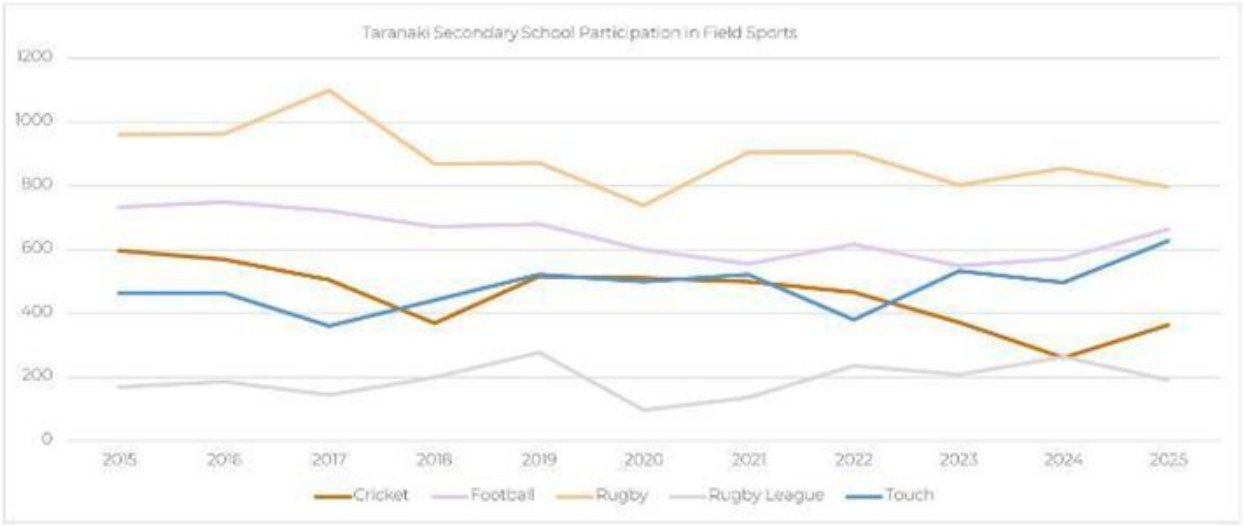
The School Sport NZ (SSNZ) Census reflects annual participation data from secondary schools since 2000. The data highlights the number of secondary students participating in sports. Trends in the region as reported by the Taranaki Secondary School Sports Association include a shift towards informal, social formats, with an increased emphasis on inclusiveness.

Figure 5-1 shows the most popular field sports amongst secondary school students are rugby, football and touch[1]. While secondary school participation in rugby league and touch has increased in the Taranaki region over the past 10 years (by 15% and 35% respectively), participation in rugby, football and cricket has declined. The increase in participation in touch is 35% or 164 students, while the increase in league is very minor, just 22 students.

While the decline in football participation is just 9% or 67 students, the decline in cricket participation is a notable 39% or 235 students. The decline in rugby participation is 165 students (17%). See Appendix Four for a full breakdown of secondary sports participation.

Figure 5-1 Secondary School Participation in Field Sports in the Taranaki Region (2015–2025)

Source: SSNZ Participation Census



[1] The order of popularity varies between Sport NZ and NZ Secondary School Sports Association data. However, these data sets highlight the relative popularity between sports.

5.4 Field Sports Participation Summary

Table 5-3 summarises participation trends in field sports. The annual participation trends are based on the last ten years' trend, utilising code supplied participation numbers along with independent verification using both Sport NZ and SSNZ data.

Table 5-3 Summary of Participation Trends in Field Sports

Code	Annual Participation Trend	Key Trend/Planning Signal
Rugby	-2%	Remains a core regional field sport. Juniors strong, seniors declining
League	~ 5%	A smaller participation base with a growing junior base. A very small senior competition. Operates in the shoulder season, to allow participants to play other winter codes.
Football	~ 0%	Highest overall participation numbers. Junior dominant, with capacity pressure at key hubs.
Cricket	-4.7%	Senior decline; juniors stable; women and girls, small, fragile base.
Touch	~3.5%	Strong social, festival and module-based sport. Highlights need for access to flexible spaces for festivals and module based participation

5.4.1 Network Planning Implications

- Declining or fragile participation in some codes does not mean facilities are no longer required, but it does mean investment should be more evidence-based, targeted and linked to collaboration, asset sustainability and demonstrated demand.
- The network needs to accommodate changing participation formats, including social, informal, festival, module-based and school-based participation, not just traditional weekend club competition.

Figure 5-2 Pukekura Park (source: NPDC)



5.5 Lawn Sports Participation

For the purposes of this Plan, lawn sports include lawn bowls, croquet, and golf. Table 5-4 shows that of the three lawn sports, golf is the most popular sport in Taranaki, with over 5% of the population participating, followed by bowls (0.4%) and croquet (negligible). The level of expected participation for both bowls and croquet in Taranaki is similar to that expected for New Zealand as a whole. For golf, the expected level of participation is higher in Taranaki than for New Zealand as a whole.

Table 5-4 Expected Participation – Lawn Sports

	Lawn Sports		
	Bowls	Croquet	Golf
All of New Zealand	0.3%	0.1%	3.7%
Taranaki Region	0.4%	<0.1%	5.1%

Source: Sport NZ Insights Tool

When looking at participation by life stage, golf experiences participation across the life stages, while bowls and croquet are sports most usually played by people in the later life stages.

Table 5-5 Participation (%) in Lawn Sports by Life Stage[12]

Life Stage	Bowls	Croquet	Golf
Primary	-	-	3.5
Secondary	-	-	7.6
Young Adults	-	-	6.5
Young Families			1.4
Older Families			5.9
Older Adults	1.3		5.1
Young Retirees	1.2	0.6	8.9
Older Retirees	1.1		

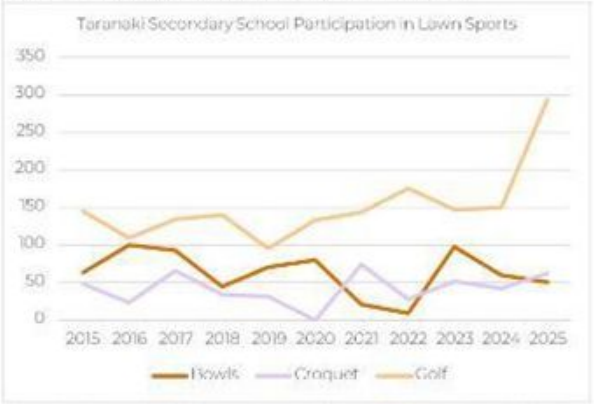
[12] See Section 5.1 for an explanation of life stages and heat mapping

[13] Source: NZSS Association Census

Source: Sport NZ Insights Tool

Table 5-5 shows that of the three lawn sports, golf is the most popular sport across the life stages. While participation in both bowls and croquet has remained relatively stable over the 10 years from 2015 to 2025 (with a slight decline in bowls participation and a slight increase in croquet participation), participation in golf at secondary school level has steadily increased, with a notable jump in 2025. The large increase in numbers for golf can be attributed to Taranaki Golf focusing time and resources on developing the junior game.

Figure 5-3 Secondary School Participation in Lawn Sports[13]



Adult participation in bowls in Taranaki has consistently been 1% of the population between 2017 and 2023. Participation in golf has fluctuated between 4 and 6% of the population over the same period.[14]

[14] Sport NZ Active NZ Survey 2017–2023

5.6 Lawn Sports Participation Summary

Table 5-6 Summary of Participation Trends in Lawn Sports

Code	Key Trend/Planning Signal
Bowls	Ageing and declining membership and volunteers, with casual formats growing. Similar participation than national level.
Golf	Large base across most life stages, junior growth. If sustained, this junior growth may support increased focus on practice/coaching opportunities and infrastructure.
Croquet	Low participation, ageing membership.

5.6.1 Network Planning Implications

- These codes should focus on better-supported, more sustainable and accessible facilities. Careful consideration of consolidation, co-location, sharing and asset management planning.
- Shared services and specialist maintenance support will be important, particularly for bowls and croquet where turf quality is central to participation but volunteer and technical capacity relies on ageing volunteers.
- Future investment should increasingly consider non-playing value, including social connection, older adult well-being, accessibility, community use of clubrooms, and the role of clubs as local meeting places.

5.7 Participation in Other Sports Codes

Table 5-7 shows that of the other sports in this Network Plan, athletics is the most popular with 1.4% of the Taranaki population expected to participate in it. All of the other sports have an expectation of less than 1% of the population participating. All of the sports show similar expected levels of participation to New Zealand as a whole.

Table 5-7 Participation in Other Sports[15]

	Other Sports					
	Softball	Athletics	Ki-o-rahi	Archery	Disc Golf	Ultimate Frisbee
All of New Zealand	0.7%	1.8%	0.4%	0.0%	0.1%	0.5%
Taranaki Region	0.1%	1.4%	0.5%	0.1%	0.1%	0.3%

Source: Sport NZ Insights Tool

[15] The Sport NZ Insights Tool did not have data for Marching.

Table 5-8 shows that most of the participation in other sports is undertaken by primary and secondary ages, tamariki and rangatahi – especially for athletics. There is some participation in ultimate frisbee by young adults and older families. All recorded participation in archery was by people from older families. Some older adults participate in softball.

Table 5-8 Participation (%) in Other Sports by Life Stage[16]

Life Stage	Ki-o-rahi	Softball	Ultimate Frisbee	Archery	Athletics[17]
Primary	0	0	0.9	-	3.8
Secondary	4.5	0.4	0.8	-	6.2
Young Adults	-		-	-	
Young Families					
Older Families			0.5	1.2	
Older Adults		0.3			
Young Retirees					
Older Retirees					

Secondary school participation in athletics has been relatively stable over the past 10 years, with an average of approximately 300 high school participants across the region. Participation in Ki-o-rahi by secondary school students has fluctuated since 2018, when recording began. In the last 4 years, there has been an average of approximately 180 secondary school students participating.

5.7.1 Network Planning Implications

- Some of these specialist surfaces or spaces are not easily interchangeable with other sports.
- Given the low numbers of participation, many of these sports are concentrated in and around New Plymouth.

[16] An explanation of life stages and heat mapping can be found in section 5.1

[17] Taranaki Athletics report strong primary school and masters participation, but lower rates of participation among 15–19 year olds, with a clear drop off.

6 Places / Ngā Wāhi Tākaro

There is a wide range of places where the sports identified within this Network Plan occur. The following section outlines which spaces are used by each sporting code.

6.1 Current Winter Sports Field Network

There are currently 56 community and school venues containing winter sports fields in Taranaki that are available for community use. This includes a range of council-owned sports parks. There are also 39 schools[18] throughout the region where community use of sports fields is known to occur[19]. Further information about the school field network can be found in Section 6.4.

Overall, the distribution of winter sports field supply broadly reflects the population pattern across the three districts, with the largest share of fields located in New Plymouth, followed by South Taranaki and Stratford. However, supply is not simply population-based, as South Taranaki and Stratford retain a wider spread of local fields that reflect their more dispersed settlement pattern, historic club network and rural community access needs. See Appendix One for details.

6.1.1 Drive Time – Sports Fields

While no nationally prescribed drive time standards exist for lawn or sports fields in Aotearoa, industry practice supports a network-based approach outlined below where at least 80% of the population can access:

- Local level provision in urban areas 10–15 minutes[20]
- Local level provision in rural areas 15–30 minutes
- District-wide / sub-regional assets 30–60 minutes
- Regional facilities 60–90 minutes
- National / International provision 120 minutes

This approach aligns with Sport New Zealand guidance for other types of sport participation and international planning methodologies, including those developed by Sport England. The following set of network maps includes an overlay of drive time analysis, based on local level provision (15 minutes).

[18] From school survey

[19] The number of schools making their grounds available for community use is likely to vary from year to year.

[20] This drive time was tested with participants of workshops during the development of this plan, and the vast majority felt 15 minutes was an acceptable drive time.

6.1.2 New Plymouth District

There are 20 parks that have winter sports field capacity in New Plymouth. Drive time analysis illustrates that the vast majority of residents can access a sports field within 15 minutes. The map of New Plymouth parks highlights the large number of parks where football is played (77% of all football fields are in New Plymouth), when compared to rugby (54% of fields) and league (47% of fields).

Figure 6-1 New Plymouth Winter Sports Field Network Showing 15-Minute Drive Time[2]



New Plymouth Winter Sports Field Parks			
Rugby		6	Sutherland Park
10	Sanders Park	7	Te Mete Park
11	Vogeltown Park	8	Western Park
12	Urenui Sportsground	9	Francis Douglas Memorial College
13	Tikorangi Domain	10	Karu Park
14	Ōkato Domain	League	
15	Carnival Park	1	Ngāmotu Domain
Football		2	Clifton Park
1	Lynmouth Park	Multi use	
2	Marukorihi Park	1	Stadium Taranaki
3	Merrilands Domain	2	Hickford Park
4	Onuku Taipari	3	Corbett Park
5	Pe nga Park		

Stadium Taranaki – Field 2

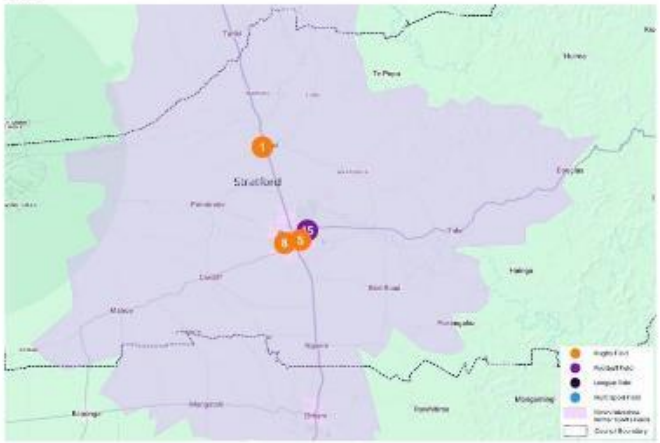


[2] Numbering may not start at one for all sports on each map. Numbering is for the next three maps as a series, outlining all winter sports fields in Taranaki.

6.1.3 Stratford District

There are four parks that have winter sports field capacity in the Stratford District area.
Drive time analysis illustrates that the vast majority of residents can access a sports field within 15 minutes.

Figure 6-2 Stratford Winter Sports Field Network Showing 15-Minute Drive Time



Victoria Park, Stratford



Stratford Winter Sports Field Venues			
Rugby		Football	
1	Midhirst Domain	15	Swansea Park
5	Victoria Park, Stratford		
8	King Edward Park		

6.1.4 South Taranaki District

There are 13 parks that have winter sports field capacity in the South Taranaki District area. Drive time analysis illustrates that the vast majority of residents can access a sports field within 15 minutes.

Figure 6-3 South Taranaki District Winter Sports Field Network Showing 15-Minute Drive Time



South Taranaki Winter Sports Field Venues			
Rugby		Football	
2	Dallison Park	11	Tututuru Park
3	Pātea Domain	12	Taylor Park
4	Manaia Domain	13	Taumata Park
6	Victoria Park Kaponga	14	Alamein Park
7	Joll Park	Mult. Use	
9	Rahotu Domain	4	Hicks Memorial
League			
3	Normanby Domain		
4	Opunake Recreation Ground		

Figure 6-4 Manaia Domain Grandstand



6.1.5 The Sports Field Hierarchy

A Network Plan aims to identify the role the lawns and sports fields play in the delivery of the respective sports they enable. To do this, a hierarchy approach is applied, categorising lawns and fields by the various levels of training and competition they can host. The following table provides a definition of the hierarchy with some examples.

Table 6-1 Definition of Hierarchy with Examples

Hierarchy	New Plymouth	Stratford	South Taranaki
Local Local community provision for junior or senior competitions and trainings.	Merrilands Domain	Swansea Park	Kaponga Domain
District-wide / sub-regional Participation from within and across various districts within the region for competition.	Hickford Park	Victoria Park, Stratford	Turuturu Park
Regional Host regional competitions (often a higher-than-average number & quality of fields). Regional high-performance hub.	Lynmouth Park[22]		TSB Hub, Hawera
National / International Host international/national level games. Element of national high-performance training. Often with the ability to host a ticketed game.	Stadium Taranaki Pukekura Park TET Stadium (athletics)		

6.1.6 Unsecured Winter Fields

A secured field is a sports field that has been secured for community use either because it is Council-owned or because access has been formally secured from another owner, such as a school, private owner or marae, through an agreement such as a lease or partnership for more than one year.

Unsecured fields are non-council-owned fields that are currently being used by the community without a formal agreement. As they are unsecured, ongoing access to these fields is outside of the control of the relevant council, despite the fields playing an important role in the provision of field capacity for community sport. Table 6-2 identifies the unsecured fields in the Taranaki region.

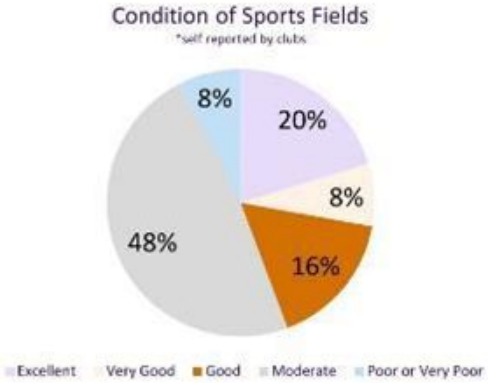
Table 6-2 Unsecured Winter Fields

New Plymouth	Stratford	South Taranaki
Tariki Domain	Midhirst Domain	Schools without agreements
Urenui Sportsground	Plus schools without agreements	
Plus schools without agreements		

[22] Central Football acknowledge this field is used for National League Football, however the supporting facilities at the park are below an acceptable standard.

6.1.7 Condition of Sports Fields

The condition of sports fields comes from clubs' self-reported feedback from the survey.



Poor Use of Grass Species and Wear



Survey responses indicate that the responsibility for sports field maintenance[23] is often shared between councils and clubs. In many cases, councils are responsible for maintaining the grass playing surface, while clubs undertake line marking and the upkeep of surrounding landscaped areas. This collaborative approach helps reduce the burden on clubs but still requires a significant volunteer commitment.

Few clubs own their own turf maintenance equipment, reflecting the reliance on council-managed maintenance or contracted services. While some clubs have explored engaging external contractors for field maintenance, several reported that the associated costs were prohibitive.

Encouragingly, a number of clubs identified environmental initiatives as part of their facility management, with native planting being the most commonly reported sustainability practice.

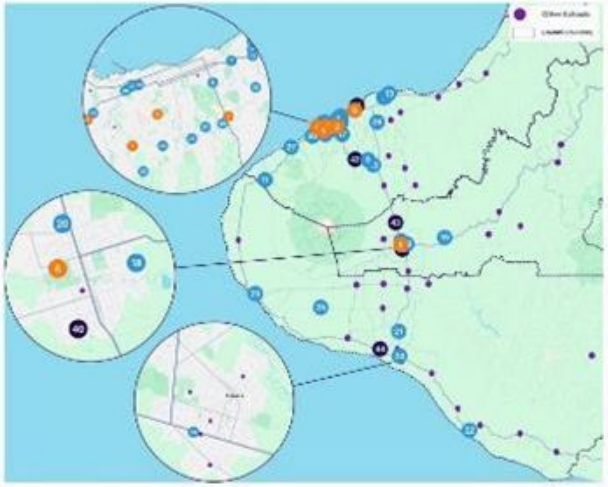
Although the overall condition of sports fields was generally considered satisfactory, several site-specific issues were identified. These included poor pitch drainage, grass species that are not well-suited to multi-sport use, and poor floodlighting, restricting use.

[23] Both winter and summer sports field use.

6.2 School Sports Field Network

Utilisation of the network of school sports fields is an important strategy to deliver community sport in Taranaki. Figure 6-5 illustrates the geographic spread of schools, and highlights those schools that allow community access to sports fields. Six schools currently have known formal agreements with the community, while a further 33 schools allow community use with no known formal agreement in place. The map also highlights five other schools that have indicated a willingness to consider community access.

Figure 6-5 The Network of Community-Available School Fields



Schools with Formal Community Use Agreement	
1	Francis Douglas Memorial College
2	Welbourn School
3	Westown School
4	Spotswood Primary School
5	Bell Block School
6	Stratford Primary School
School Fields Used by the Community but No Formal Agreement	
7	New Plymouth Girls' High School
8	New Plymouth Boys' High School
9	Inglewood High School
10	Spotswood College
11	Coastal Taranaki School
12	Sacred Heart Girls' College (New Plymouth)
13	Waitara High School
14	St Joseph's School (New Plymouth)
15	Inglewood Primary School
16	Waitara Central School
17	Mangorei School
18	Stratford High School
19	Toko School
20	Taranaki Diocesan School for Girls
21	Normanby Primary School
22	Patea Area School
23	Opunake High School
24	Hāwera Primary School
25	Aurora Primary School
26	Merrilands School
27	Ōakura School
28	Woodleigh School
29	Lepperton School
30	Omata School
31	St John Bosco School
32	Vogeltown School
33	Frankley School
34	Highlands Intermediate
35	Fitzroy School
36	St Joseph's (Waitara)
37	St Pius X School
38	West End School
39	Devon Intermediate
Schools Which Would Consider Community Use	
40	Avon School
41	Puketapu School (New Plymouth)
42	Egmont Village School
43	Midhirst School
43	Hāwera Christian School

6.2.1 Community Use of School Fields

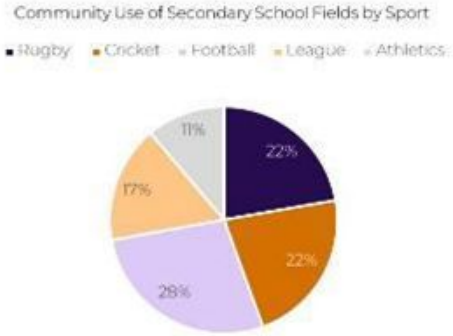
Schools in the region were surveyed to understand the level of community use of school fields. Further investigations indicate at least 39 schools allow community use of their grounds for community sport. The following summary only relates to those schools that provided feedback via a formal survey.

6.2.2 Secondary Schools

Of the 15 secondary schools that responded to the survey, 9 schools have fields that are currently used by the wider community outside school hours. The following graph shows the proportion of sports field use by sports codes. 43 hours across the network are attributed to winter sports use, the rest mentioned use by cricket, athletics and Ki-o-rahi.

Across all of the surveyed schools, this community use equates to approximately 37 training hours and 26 competition hours. The main barriers identified by schools to the use of school facilities by the community were a lack of toilets and fear of overuse.

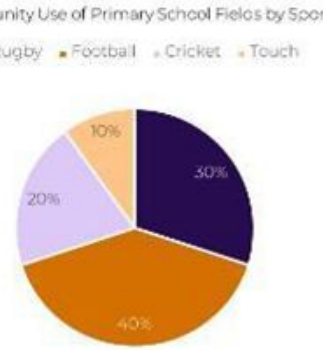
Figure 6-6 Community Use of Secondary School Fields



6.2.3 Primary Schools

Across the 26 primary schools that responded to the survey, there are 21 full-sized sports fields. 14 primary schools have fields which are currently used by the wider community outside school hours (5 have formal arrangements). This community use of school fields equates to approximately 13 hours of training time and 10 hours of competition time.

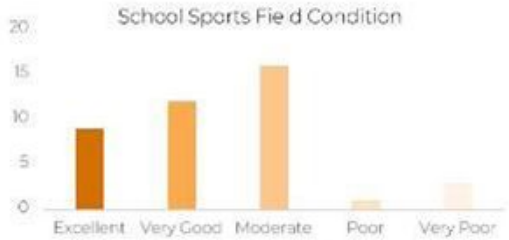
Figure 6-7 Community Use of Primary School Fields



6.2.4 Condition of School Sports Fields

Respondents were asked to rate the condition of their sports fields. The biggest proportion (16 of the 41 fields or 39%) were rated as moderate. Only 4 of the 41 school fields were rated as poor or very poor.

Figure 6-8 Condition of School Fields



Victoria Park, Stratford (source: Sport Taranaki)



6.2.5 Importance of the School Network

Schools are important providers of sports field facilities. Primarily, these school facilities are intended to support the needs of students, although in some instances, those school facilities are also available for the community to use. There is some level of formally organised (booked) use of school sports fields in the region. There are 6 formal community use arrangements and 33 schools being accessed without any formal agreement[74]. A further 5 schools (from both the primary and secondary school surveys) said they would be open to community use.

Shared community and school facilities can be a win-win for communities. However, there can also be challenges with community use of school facilities. Across the region, the main challenges to navigate include:

- Gaining access to change or toilet facilities outside of school hours.
- Ensuring sports codes do not over-use schools' fields.
- A likely increase in maintenance requirements due to wider community use.
- Gaining a shared understanding of the Health and Safety obligations of schools allowing community access.

The provision of school facilities can and does support community needs, but they do not necessarily provide a simple solution. However, these partnerships should continue to be explored wherever possible to maximise the community return from investment.

[74] Many groups may just have an exchange of emails with a school, but not formalised in any way. This places long-term access at risk.

6.3 Supply and Demand Analysis of Winter Sports Fields

During the development of this Network Plan, it was identified that the most demand pressure for sports fields occurred in the winter months (a common theme across Aotearoa). Most of the reported pressure has been in New Plymouth, particularly from football. Therefore, supply and demand modelling has primarily focused on the existing supply and demand for space for football, rugby and rugby league.

The modelling provides an indication of potential future capacity pressures based on current participation patterns, population projections and a defined set of assumptions. It is intended to inform planning discussions rather than determine investment decisions in isolation. It should be considered alongside stakeholder feedback, local knowledge and strategic planning objectives. Decisions regarding future field provision should also consider factors such as field quality, location, travel patterns, accessibility, school field availability, changing participation preferences and the strategic objectives of sporting codes.

6.3.1 Modelling Assumptions

The modelling is based on a set of assumptions:

- Playing age for these field sports generally sits within the 5-49 age group, with some notable exceptions. This is supported by Sport NZ research, which highlights very few people play these sports from 50 years onwards.
- On average, a field is used for four hours of competition play with the remaining capacity available for training.
- All fields are available for the entire season.
- Only those school fields that are currently available and used for the identified sports are factored into the calculations.
- Modelling does not include any spare capacity to act as contingency if some fields are closed due to poor condition or for remedial work.
- Future participation trends are based on historical trend data supplied by the regional sports organisations and compared to both the School Sports NZ Census of participation and Sport NZ's Active NZ research. Annual participation growth trends used are:
  - Rugby: Junior 0%, Youth -3%, Senior -1%
  - Football: Junior 2.5%, Youth -1%, Senior +0.8%
  - Rugby League +1.5% / year[25]

Table 6-3 illustrates the current surplus or deficit for each sports field type in each council area, along with the future modelled for 2040.

The model considers the reported historical participation trend of each code and considers that, along with population projections to predict future participation, and therefore the required field capacity.

Table 6-3 Modelling of Current and Future Winter Sports Field Capacity (hours per week)

Area	Current Surplus / Deficit 2025		2040 Prediction	
New Plymouth	Football	50	Football	-49
	Rugby	57	Rugby	80
	League	6	League	-20
	Total	**93**	**Total**	**21**
Stratford	Football	11	Football	9
	Rugby	9	Rugby	22
	League	-2	League	-5
	Total	**18**	**Total**	**26**
South Taranaki	Football	33	Football	32
	Rugby	4	Rugby	48
	League	22	League	17
	Total	**59**	**Total**	**97**
Regional total	Football	74	Football	2
	Rugby	70	Rugby	150
	League	26	League	-8
	Total	**170**	**Total**	**144**

Note: Positive values indicate surplus field capacity; negative values indicate a deficit. Surpluses in one sport do not necessarily offset deficits in another, as field allocation, location and suitability vary between codes.

Overall, the modelling shows that the region currently has an estimated surplus of 170 hours of field capacity across football, rugby and league. This surplus will reduce to 144 hours of available capacity by 2040.

[25] No age breakdown of trend data was provided

Implications:

At a regional level, there is enough field capacity to meet demand. However, this does not factor in the travel time to fields and where people live in the region.

Looking at the field capacity by council area and by each sport highlights some localised pressure points. Football is predicted to have a significant undersupply of field hours in New Plymouth. Rugby League is predicted to have an undersupply of field hours in both New Plymouth and Stratford.

The modelling confirms the importance of access to school and other non-secured sports fields. The impact, by council area, of a loss of unsecured fields is modelled as:

- Additional demand in New Plymouth DC of 75 hours
- Additional demand in Stratford DC of 4 hours
- Additional demand in South Taranaki DC of 6 hours

This reduced supply could be accommodated through re-allocation of space in both Stratford and South Taranaki districts. In New Plymouth, this would lead to an increased undersupply, again mostly impacting football (and to a lesser extent League).

Note: Football is the sports code most reliant on school field use to meet winter demand. There is an indication that there are already demand pressures for football within their currently allocated council grounds. Football utilises school fields for a minimum of 66 hours per week.

Feedback from Central Football is that in some instances clubs are already limiting training, to preserve fields for games.

Stadium Taranaki (source: Sport Taranaki)



6.4 Summer Sports Fields

6.4.1 Touch

Touch NZ lists the following affiliated modules and competitions operating in Taranaki[26]:

Area	Module / Competition
New Plymouth	City Touch Seniors
Bell Block	Bell Block Junior Module
Devon	Devon Junior Touch Module
North Taranaki	North Taranaki Touch
Oakura	Oakura Junior Touch, Corbett Park
Waitara	Waitara Whānui Touch
Hāwera	Hāwera Touch
Ōpunakē	Ōpunakē Touch

Touch is a module-based sport and usually requires parks that have several fields to operate multiple games simultaneously.

6.4.2 Cricket Fields

Cricket has historically been the largest user of sports fields during the summer months.

Most cricket is played on artificial wickets (with the exception of Premier grade cricket, junior representative, and development cricket whenever possible and higher level secondary school grades). This ensures that games can be played more regularly, regardless of weather conditions, and that the bounce of the ball is consistent. Junior cricket is very reliant on school grounds. Approximately 60% of junior teams are school-based.

Figure 6-9 highlights no cricket venues within a 15-minute drive for those within the Western coastal rural area of Taranaki.

Figure 6-9 The Taranaki Cricket Network Showing 15-Minute Drive Time



Cricket Venues[27]			
1	Lynmouth Park	13	Peringa Park
2	King Edward Park	14	Manukorihi Park
3	Hicks Memorial	15	Karo Park
4	Te Mete Park	16	Aurora School
5	Sanders Park	17	Pihama Cricket Club
6	Western Park	18	Hickford Park
7	Vogeltown Park	19	Stratford High School
8	Upper Mangorei Domain	20	New Plymouth Boys' High School
9	Sutherland Park	21	Devon Intermediate
10	Francis Douglas Memorial College	22	Corbett Park
11	Midhirst Domain	23	Pukekura Park
12	Victoria Park Stratford		

[26] Touch New Zealand – Play

[27] Junior cricket is also played at a number of other schools, as identified in Appendix I. Aurora School is included in this map as it is considered to be an adult cricket ground and FDMC/NPBHS host Premier Cricket.

6.5 Summer Sports Fields Future Requirements

Use of sports fields during the summer months does not see the levels of pressure as winter use. This is due to both the drier weather making playing conditions better and the lower numbers of participants, meaning fewer fields are required to meet demand.

6.5.1 Cricket

Activity	Taranaki Supply	National Supply	Assessment
Cricket	17 clubs (1 per 7,660 people)	NZ: 530 clubs (1 per 10,000 people)	Significantly above national average

There are a number of reasons for a higher supply of clubs in Taranaki. Historical settlement patterns, in particular, a number of smaller communities meeting the needs of their residents, without having to travel significant distances to access a club. Cricket has traditionally been a popular sport in rural New Zealand, and the Taranaki region has a large rural community.

Trends in cricket participation, along with the population profile for Taranaki, suggest the following:

- Senior Saturday cricket is unlikely to see any significant or sustained increases in participation.
- A continued transition to non-traditional formats of the game (short-sided festivals, T20 games, weeknight matches).
- Continued levels of participation from primary school-aged cricket players overall, supported by an increase in girls participating.
- Secondary school participation remains consolidated at a few schools, with any growth developed through festival-type activities, with an emphasis on fun and participation.
- Moderate growth in women's participation, from a low base.

Implications:

The future network of cricket facilities needs to focus on:

- Consolidation of key hubs, not an overall increase in cricket grounds.
- Securing access to primary school and council artificial wickets. At the same time negotiating access to toilet blocks adjacent to school grounds[78].

Pukekura Park (Source: Taranaki Cricket Association)



[78] Club survey and project steering group feedback

6.6 Current Network of Lawns and Greens

Across the whole of the region, there are:

- 34 bowling greens across 22 venues
- 23 croquet lawns across 9 venues
- 18 golf courses

The majority of the lawns and greens are maintained by volunteers. This is potentially of concern given the ageing of the population. There is a mix of volunteers and paid staff overseeing golf courses in Taranaki.

Table 6-4 The Network of Lawns and Greens

	Bowling Greens	Croquet Lawns	Golf Courses
New Plymouth DC	21	12	8
South Taranaki DC	11	9	8
Stratford DC	2	2	2
Taranaki	34	23	18

6.6.1 Drive Time – Lawn Sports

Guidance on drive times for lawn sports is also very limited. As drive times need to reflect the characteristics of the sport and the geography of the region, the following drive times are used as guidance for local access, unless stated otherwise:

- Lawn bowls – 10–15 minutes
- Croquet – 10–15 minutes
- Golf[28] – 15–30 minutes

Longer drive times to access a golf course reflect the reported choices that golfers make to play at a preferred course, beyond their nearest facility.[29]

The network maps for each lawn sport that follow show 15-minute drive times. The analysis shows there is generally good drive time accessibility to lawn sports across the region.

Source: Bowls Taranaki



[28] As reported by Taranaki Golf

6.6.2 The Network of Golf Courses

Figure 6-10 shows the network of golf courses across the region. Much of the region's populat on can access a golf course within a 15-minute drive time, noting that Taranaki Golf reports individual choice of courses is a key factor in determining where people play, regardless of drive time.

Figure 6-10 The Taranaki Golf Course Network Showing 15-Minute Drive Time



Golf Courses			
1	Eltham Golf Club	10	Pātea Golf Club
2	Fitzroy Golf Club	11	Pungarehu Golf Club
3	Hāwera Golf Club	12	Stratford Golf Club
4	Inglewood Golf Club	13	Strathmore Golf Club
5	Kaitake Golf Club	14	Te Ngutu Golf Club
6	Manaia Golf Club	15	Urenui Golf Course
7	Manukorihi Golf Club	16	Waitara Golf Course
8	New Plymouth Golf Club	17	Waverley Golf Club
9	Opunake Golf Club	18	Westown Golf Club

Table 6-5 Golf Participation Taranaki vs New Zealand

	Golf course per 10,000	Capture rate (% population)	Membership trend (3 Yr.)	Ave. members /club
Taranaki	1.378	4.2%	14%	291
Aotearoa	0.779	3%	15%	391

Taranaki has 18 golf clubs. Relative to the population, this represents a very high level of provision compared with New Zealand as a whole. The table above outlines the level of provision in Taranaki compared with Aotearoa.

Taranaki Golf has reported significant increases in membership in recent years, particularly in junior players due to an emphasis on sport development initiatives. Golf New Zealand participation has generally remained resilient nationally, particularly due to:

- increased casual play
- women and junior initiatives
- flexible membership models
- visitor golf

Average membership per club is reported as 291 (compared with 391 nationally). This reflects the mix of rural and urban courses, while also highlighting the higher-than-average level of provision of golf courses in the region.

The supply of golf courses in Taranaki is relatively homogeneous. That is, 15 of the 18 courses are 18-hole courses, two are 9-hole courses, and one is a 12-hole course. There is no stand-alone driving range in Taranaki or chip and putt course. There is an opportunity to change the make-up of some courses, to include driving ranges and more technology-based offerings to attract new participants.

Source: Venture Taranaki



Network Planning Implications

- A higher level of golf course provision than the national average
- Golf courses could adapt their offering, including driving ranges and technology offerings, to attract new audiences
- Future investment should prioritise quality, financial sustainability and shared services rather than increasing supply
- Smaller rural clubs may face ongoing financial and volunteer challenges.

6.6.3 The Network of Croquet Clubs

There is a good distribution of croquet clubs across the region. Some of the croquet clubs are identified as *golf croquet* which is a modified form of croquet, but still utilises the same facilities.

Figure 6-11 The Taranaki Croquet Network Showing 15-Minute Drive Time



Croquet Clubs			
1	Hāwera Croquet Club	6	West End Croquet
2	Inglewood Croquet Club	7	Vogeltown Bowling/Golf Croquet
3	Park Croquet Club	8	New Plymouth Croquet Club
4	Stratford Croquet Club	9	Tasman Golf Croquet
5	Waverley Golf Croquet		

Taranaki has 9 clubs with a total of 23 lawns. This is a comparable supply with regions of similar populations in Aotearoa. Most clubs in Taranaki operate from wider sites with other sport and recreation facilities.

Demand is generally stable but ageing, with participation strongest amongst older adults. Nationally, Croquet New Zealand has focused on Golf Croquet as the main participation growth area. This is a faster game, allowing more participants to use a venue.

There are currently no clubs in the coastal area of Taranaki, from Hāwera around to New Plymouth. Given the high level of provision for croquet, when compared to national figures and the relatively low population numbers in the area, additional croquet clubs are not considered a priority.

Network Planning Implications

- There is little evidence supporting the need for additional croquet facilities.
- Investment should focus on improving existing surfaces and shared club infrastructure with other codes.
- Opportunities exist for greater integration with other sporting codes and hubs.

6.6.4 The Network of Bowling Clubs

There are 22 bowling clubs spread across the Taranaki region. Three of the clubs have artificial surfaces: Paritutu has an indoor 6 rink carpet stadium, Inglewood has an artificial surface and Bowls Waitara has recently installed an artificial surface. All other clubs have traditional lawns. The 15-minute drive time analysis shows that there is good accessibility to bowling clubs in terms of travel time.

Figure 6-2 The Taranaki Bowling Club Network Showing 15-minute drive time



Bowling Clubs			
1	Awakino Bowling Club	12	Opunake Bowling Club
2	Fitzroy Bowling Clubrooms and Greens	13	Pātea Bowling Club
3	Tower Hāwera Bowling Club	14	Pihama Bowling Club
4	Hāwera Park Bowling Club	15	Rahotu Bowling Club
5	Inglewood Bowling Club	16	Stratford-Avon Bowling Club
6	Lepperton Bowling Club	17	West End Bowling Club
7	Manaia Bowling Club	18	Urenui Bowling Club
8	Paritutu Bowling Club	19	Vogeltown Bowling Club
9	New Plymouth Bowling Club	20	Waimea Bowling Club
10	Ōākura Bowling Club	21	Waitara Bowling Club
11	Ōkato Bowling Club	22	Waverley Bowling Club

Across the 22 bowling clubs there are approximately 1,500 playing members and 6,814 casual members, utilising 34 greens. Playing membership equates to around 1.1% of the regional population as registered bowlers, which is well above many regions nationally. Bowls Taranaki also reports increasing membership in recent years despite national participation pressures[30].

Nationally, Bowls New Zealand supports approximately:

- 456 affiliated clubs
- 43,000 registered playing members
- around 200,000 total participants (including social formats)

This means Taranaki contains around 4.8% of New Zealand's bowling clubs despite only having approximately 2.3% of players, reflecting a higher level of localised provision, with a large network of clubs, many likely to be seen as a central hub in some smaller communities.

[30] taranakibowls.co.nz

Another factor to consider, alongside supply and demand, is the sustainability of the clubs. To remain financially sustainable, lawn bowls clubs (like other codes) need to generate enough revenue to cover costs. In a previous version of the Lawn Bowls Facilities Strategy, a club membership of at least 187 was recommended[31].

The average lawn bowls membership in Taranaki is 49 members.

Table 6-6 Bowling Clubs

	Fulltime	Ltd./Social	Other[32]	Total
Fitzroy BC	91	38	544	673
West End BC	117	74	1353	1,544
Paritutu BC	106	23	2332	2,461

Lower membership numbers indicate possible longer-term financial sustainability issues. Opportunities should be sought to share with clubs they are co-located with.

Figure 6-13 Waverley Bowling Club



6.6.5 Network Planning Implications

- Supply appears more than adequate.
- The focus should be maintaining viable clubs rather than developing additional greens.
- Opportunities exist to consolidate administration, share maintenance resources and encourage multi-use of club facilities to remain relevant and viable.

6.6.6 The Hierarchy of Lawns and Greens

The following table provides examples of the hierarchy of lawn sports sites, with some examples for each district.

Table 6-7 Examples of the Lawn Sports Hierarchy

Hierarchy	New Plymouth	Stratford	South Taranaki
Local: Clubs providing for local community level. Often single club in community offering that activity	Awakino Bowling Club Tasman Croquet Club	Strathmore Golf Club Stratford-Avon Bowling Club	Pātea Golf Club Waverley Golf Club
District-wide / sub-regional: Often larger clubs where occasional representative play or training occurs	Fitzroy Golf Club	Stratford Croquet Club	Te Ngutu Golf Club Park Croquet Club, Hāwera
Regional: A regional centre which may be used for representative play or as an event HQ	NP Golf Club Paritutu Bowling Club		
International / National: Hosting national or international events as a standalone facility	There are no lawn or green venues in Taranaki that would be considered a national or international venue on their own.		

The hierarchy of lawn sports illustrates that many lawn sports venues are primarily serving a local or district-wide function, rather than as a National level facility. There is no evidenced need for a national or international level venue in Taranaki.

[31] Source: bowls-nz-national-facilities-strategy.pdf P. 28

[32] Other includes schools and casual members

6.6.7 Condition of Lawns and Greens

All information on the condition of lawns and greens comes from clubs' self-reported feedback from the survey.

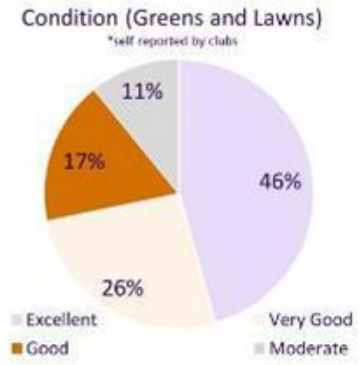
Clubs that responded to the survey generally reported their greens and lawns to be in very good condition, with the majority rating their playing surfaces as either very good or excellent. This reflects the significant commitment of clubs to maintaining high-quality facilities, despite most maintenance being undertaken by volunteers. Only two responding clubs, West End Croquet Club and New Plymouth Croquet Club, reported using an external contractor for the maintenance of their playing surfaces.

The survey also highlighted that most clubs are well-equipped to manage their turf maintenance. Nearly all clubs own essential equipment such as rollers and small mowers, while the majority also have spray equipment and chemicals available on site. Efficient irrigation systems were identified by all but one club as an important sustainability measure, helping to reduce water use while maintaining quality playing surfaces.

Approximately 70% of clubs also reported using organic fertilisers as part of their turf management practices, demonstrating an increasing focus on environmentally sustainable maintenance.

Given the close proximity of many croquet clubs to bowling clubs, often operating from the same site, there is a significant opportunity to improve efficiency through the shared use of resources. This could include sharing maintenance equipment, machinery and facilities, as well as coordinating human resources such as volunteers, contractors or paid staff to reduce costs and improve operational sustainability.

Figure 6-14 Reported Condition of Lawns and Greens





6.7 Lawn Sports – Benchmarking

Understanding of current and future demand for lawn facilities, based on known supply, is important to help determine priorities for future investment. This section looks at the lawn sports where there may be demand pressure and either models or benchmarks future provision.

Taranaki has a comparatively high provision of lawn bowls, croquet and golf clubs relative to its population, reflecting its older demographic profile, historically strong rural communities, and long-established club network. There is limited evidence of significant unmet demand for additional facilities; rather, the key challenge is ensuring existing facilities remain financially and operationally sustainable.

Table 6-8 Lawn Sports Taranaki and National Supply

Activity	Taranaki Supply	National Supply	Assessment
Lawn bowls	22 clubs [33] (1 per 5,940 people)	NZ: 456 clubs (1 per 11,700 people)	Significantly above national average
Croquet	9 clubs (1 per 14,520 people)	NZ: 113 clubs (1 per 47,170 people)	High provision for population, when compared to national supply.
Golf	18 clubs (1 per 7,260 people)	NZ: ~400 (1 per 13,325)	High provision relative to population

Stratford Croquet Club



[33] 21 are affiliated to Taranaki Bowls, 1 club is unaffiliated.

6.8 Network of Other Lawn and Sports Fields

Figure 6-15 shows the network of the other field sports in scope for this Network Plan. Overall, there are few sites for each of these sports, reflecting lower rates of participation. Ki-o-rahi is a re-emerging sport and disc golf is an emerging sport, while other sports like athletics, marching and archery are sports that have had historically low levels of participation.

Figure 6-15 The Network of Other Field Sports



Lawn Tennis	
1	Hāwera Lawn Tennis Club
Ki-o-rahi	
1	Ngamotu Domain
2	Manaia School
Disc Golf	
1	Inglewood Golf Club
2	Audrey Gale Reserve
3	Oakura School
Ultimate Frisbee	
1	Vogeltown Park
Softball	
1	Hickford Park
Marching	
1	Swansea Park
2	Puketapu School
3	Eltham Primary School
Athletics[34]	
1	TET Stadium
2	Hicks Memorial

[34] Only athletics tracks with specialist surfaces are mapped. There are also a number of sports fields where community athletics occurs in the summer, including Corbett Park, Hickford Park, Sutherland Park, Normanby Domain, Kaponga Domain, Stratford Primary and Opunake High School. These tracks provide localised provision.

6.8.1 Lawn Tennis

Over the last 50 years, most lawn tennis clubs have moved to a hard or artificial surface, and this provides a number of benefits, such as reduced ongoing maintenance requirements, more consistent bounce and can be played in a wider range of weather conditions than grass.

There is one lawn tennis club in the region – the Hāwera Lawn Tennis and Squash Rackets Club, which has seven lawn courts and two artificial tennis courts. It is located alongside other lawn sports clubs (croquet and bowls).

Source: Greenwood Archery



6.8.2 Network Planning Implications for Other Sports

- Ki-o-rahi has an increasing level of participation, particularly among tamariki and rangatahi. There are likely to be a number of temporary courts created on school sports fields.
- There are a number of permanent Ki-o-rahi courts being established around New Zealand; this could be an opportunity in any future park upgrade or redevelopment in Taranaki.
- There is no evidence that has arisen during the development of this Network Plan that other sports such as Archery, Marching or Ultimate Frisbee require any additional field capacity.
- Marching has previously requested a lit, covered venue for winter training. With the number of schools investing in covered outside teaching areas, this could be achieved within the school environment.
- Disc golf courses often utilise the fringes of parks, and could be integrated into future park upgrades.

6.8.3 Athletics

Taranaki is appropriately provided for with athletics facilities and is well aligned with the National Athletics Facility Strategy[35]. The region has one fully synthetic athletics venue. It is complemented by the TSB Hub grass track that has synthetic jump areas. These permanent facilities are supported by local grass tracks on council parks or at schools. This provides a level of service comparable with other provincial regions and meets current and foreseeable demand.

Given the specialist nature and subsequent cost of synthetic surfaces, it is acceptable practice to concentrate the delivery of athletic programmes at a regional venue.

Another guideline that has been tested within the New Zealand environment is that an athletics club can host approximately 80 participants on a track and surrounding area per hour. The larger clubs in Taranaki report memberships of approximately 250, meaning club meets can be accommodated, with structured programming, within a three-hour window[36].

This suggests all athletics demand in Taranaki can be accommodated through well-managed access to a fit-for-purpose track and supporting field area, rather than requiring additional dedicated athletics venues.

Network Planning Implications for Athletics

- Future investment should focus on maintaining and optimising the existing regional facility rather than expanding the network.
- If demand grows significantly, then look to utilise the other grass tracks in the region more and re-allocate booking times at TET Stadium, rather than developing more artificial tracks.

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[35] Athletics Facilities Strategy (2020) is the latest guidance provided for the sport. It clearly states each region only needs one compliant all-weather track.

[36] Membership of both Inglewood and Normanby athletics clubs was approximately 250 members.

6.9 Current Network of Hubs

Hubs are multi-use sports areas, often with a shared pavilion or social space. Many hubs offer opportunities beyond organised sport, including recreational and community activities. There is a range of governance and operational models evident within hubs. The common theme is that the member sports of each hub recognise there are greater efficiencies and participant outcomes that can be gained from working with others, when compared to being stand-alone. At the same time, hubs have the potential to serve communities beyond the sports codes themselves, enabling increased social engagement and connection.

There are several well-performing hubs in the Taranaki region that cater for a range of lawn and sports field codes. Some hubs have been formed due to the development of improved assets in an area (such as the TSB Hub in Hāwera), while others are community-led, where circumstances have driven a need to change the previous operating model (such as Kaitake Community Sports Hub). Table 6-9 provides a summary of the main identified hubs in Taranaki and any identified key development.

Hubs should be seen as a cornerstone of the future delivery of community sport. What a sports hub looks like will vary greatly. Some critical success factors include a clear, unified purpose, a willingness to share (and compromise), a desire to grow and add value beyond existing membership, offer services to the wider community, beyond the clubs that form the hub.

TSB Hub



Table 6-9 Network of Hubs

Sports Hub	Council	Key Priorities
TET Stadium and Events Centre	NPDC	New change rooms being developed for sports fields. Athletics track needs resurfacing.
North Taranaki Sport and Recreation	NPDC	New change rooms being developed for Clifton Park.
Kaitake Community Sports Hub	NPDC	Current location is at risk of coastal inundation. NPDC and Kaitake Hub to investigate new site for future location of hub and sports field in the longer term
Stadium Taranaki	TRC NPDC	Te Whare Pāngao o Ngāmotu recently opened. Confirm appropriate level of provision for Field 2 Continue to develop the role of Stadium Taranaki as a regional sport and recreation hub, maximising opportunities for broader sector use, collaboration and connection.
TSB Hub	STDC	Strategically important venue in South Taranaki. Home for a range of sport and recreation activities. Multiple fields with lights make this an ideal venue for larger-scale tournaments and festivals. A school / community hub.
Rahotu Sports Hub	STDC	New change rooms recently developed, along with multi-use courts.
Sinclair Electrical and Refrigeration Events Centre	STDC	No significant upgrades identified for this Ōpunakē venue. Working with Ōpunakē High School to improve sharing

6.10 Localised Network of Provision

A series of localised maps are available in Appendix Six that highlight some areas where lawn and sports field venues are in close proximity. This highlights the potential for future sharing of resources or hubbing in some locations.

6.11 Supporting Facilities

Non-playing, supporting facilities play a critical role before, during and after training and competition. Poorly maintained club facilities can become a risk for councils, particularly if they are located on council land and "gifted" back to a council as the facility owner can no longer afford to look after it.

There are some common themes reported by clubs when responding to surveys with regard to supporting facilities, which include:

- An ageing and poorly maintained network
- A network that is not fit for purpose and has not adapted to reflect modern participation trends (such as gender-neutral change spaces)
- Many facilities being inaccessible (for example, no ramps and narrow doorways).
- A desire to become more environmentally sustainable, but lacking resources and capability to implement any significant change

6.11.1 Current Network of Pavilions/Clubrooms

Survey responses received from clubs collectively reported a total of 74 pavilions/clubrooms across the region. While there are a number of other pavilions/clubrooms in the region, a number of themes have emerged:

- Accessibility to clubrooms, change rooms and bathrooms
- Significant levels of deferred maintenance at clubrooms, with multiple mentions of roof replacements needed along with repairs to kitchens
- A need to offer modernised change rooms for all participants, including female players.
- Inadequate or ageing flood lighting, restricting the ability to train mid-week.

Kaponga Sports Pavilion – Stairs only access to upstairs clubrooms (source: [illegible])



7 Key Challenges and Opportunities / Ngā Wero Matua me ngā Āheinga

A range of clubs, schools and other stakeholders have provided input into the development of this Network Plan via surveys, workshops and interviews. The following section summarises and themes this feedback.

7.1 Challenges

7.1.1 Specific Challenges Facing Sports Clubs

Many sports clubs reported they are facing challenging, uncertain times.

Sports clubs also self-reported the challenges they are generally facing. These are far broader than just the provision and maintenance of the lawns, fields and facilities they use. The top four issues identified in the club survey were:

- The declining ability to access funding for their sport
- The overall financial sustainability of their clubs
- An ageing membership
- Finding people who are willing to volunteer as committee members

These challenges highlight that sport needs to change and adapt to meet the current and future operating environment. The creation of multi-code shared facility structures (such as sport hubs) is one way that sport can optimise its resources and continue to be relevant for the communities they are in.

The TFC has produced a hubbing guide that offers clubs some guidance on how a hub could be created.

7.1.2 Climate Change Impacts

As the climate changes, facilities are facing increasing challenges. More frequent and intense weather events are closing fields, damaging buildings, affecting turf management, disrupting activities, and increasing costs. For many organisations, these are no longer occasional events – they are becoming regular operational challenges.

This type of change is large-scale and requires careful communication and coordination between the affected clubs and other landowners. Strategies to address this include a managed retreat process that would require new location/s to be found.

A rise in extreme weather events is likely to require increases in remedial maintenance caused by such things as excess rainfall or longer dry periods.

Some sporting codes have highlighted critical changes to their situation due to the changing climatic conditions. Coastal inundation is a real threat and has been reported by the Kaitake Community Sports Hub and the Waitara Golf Club in particular, although others may also be impacted[37].

[37] Others may include Fitzroy based clubs

7.1.3 The Changing Population Profile

While the population of the region is expected to increase overall, population change is expected to vary by location. Over the next 30 years, the New Plymouth district is expected to grow by over 20,000 people, Stratford by less than 2,000 people, while the population of South Taranaki is expected to remain much the same.

Along with these regional differences, the population of Taranaki is ageing. The number of those aged 75 plus is expected to increase by 93% or nearly 23,000 people in the next 30 years. At the same time, the population aged 29 and under is expected to decline. Taranaki has a higher proportion of Māori than New Zealand as a whole; this is especially evident in the younger cohorts.

The changing and ageing population profile supports the need to address the accessibility challenges faced by the network of lawn and field facilities.

7.1.4 Uncertain Funding Environment

The sport and recreation sector (along with other sectors) is facing increasing pressure on available funding. The sport and recreation sector has traditionally been funded by membership and participation fees, local government, Class 4 gaming, lottery grants and community funders, along with a significant reliance on volunteers, all of which are experiencing changes and pressure. Some of the key considerations for sport and recreation funding include:

- An overall 14% drop in sector funding between 2018 and 2022[38]. Taking inflation into account, the sector has close to $600m less funding (nationally) in real terms in 2022 compared to 2018.
- Membership and participation fees typically provide the largest proportion of sector funding (approximately 31%[39]). But cost-of-living pressures are making membership and participation fees more challenging for many participants to cover.
- Different sources estimate local government generally provides between 26% and 50%[40,42] of sport and recreation sector funding.
- Local government reform is placing uncertainty and pressure on this funding, including from expectations that councils will minimise rates increases and prioritise investment in assets such as water and transportation.
- The sector has become more reliant on government funding and Class 4 over time as membership, sponsorship and commercial revenues have declined[43].
- An increase in the number of Class 4 gaming trusts with smaller pools of grants rather than fewer trusts with larger pools of grants. This is making it difficult to achieve investment in larger-scale projects like facility upgrades[43].
- Unknown impacts of the recent Online Casino Gambling Bill and the levels of gross gambling revenue (GGR) generated, with 4% of GGR to be ringfenced for community returns[44].
- Declining levels of volunteers, with a 2021 National Sports Club Survey (NSCS) revealing that volunteers at sports clubs nationally have fallen by 45% since 2019[45].

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[38] Source: An analysis of the funding of the play, active recreation and sport sector in New Zealand (NZIER report for Sport NZ, August 2023).

[39] Calculated from the estimated funding levels by source 2022 included in the NZIER report for Sport NZ, August 2023.

[40] Ibid.

[41] Source: Recreation Aotearoa Insights Report #38 – October 2023.

[42] NZIER report for Sport NZ, August 2023.

[43] Source: Sport Taranaki.

[44] Source: The Modern Regulator Article.

[45] Source: NZ Amateur Sports Association blog.

- Increasing pressure on community funders, with increases in both the number and value of applications being received, including increasing applications from outside the sport and recreation sector, such as for community housing initiatives[46].

While many of these considerations are challenging and potentially reducing funding available for sport and recreation spaces and places investment, there are also opportunities[47] including:

- Strategic partnerships with regional community foundations – with the amount of funding that community foundations receive from endowments and bequests expected to grow from $27 billion in 2024 to $1.6 trillion by 2050[48].
- Migrating to multi-use facilities (over single-use facilities) which offer more flexibility.
- Leveraging development contributions and targeted rates – in regions with population growth, development contributions can be used for facility development, including for lease arrangements in certain circumstances. Targeted rates are also another opportunity.
- Strategic partnerships with mana whenua and post-treaty settlement entities in well-being outcomes.

Increasingly, community funders are interested in collaboration and partnerships that demonstrate opportunities for an enhanced return on investment from funding they provide to community organisations; this includes prioritisation towards investment in facilities that are demonstrated to be multi-use.

Kaitake Community Sports Hub (Source: KCSH)



[46] Trends identified in RSL conversations with community funders across NZ.

[47] Opportunities identified in this section are all summarised from the Australasian Parks and Leisure Magazine 2025 article The Squeeze on Recreation Funding, by Bryce Pomfrett, Senior Consultant RSL.

[48] Source: The Bequest Report, Aotearoa New Zealand, John McLeod, JB Were (February 2025).

7.2 Opportunities

Ki-o-rahi (source: Sport Taranaki)



7.2.1 Address Deferred Maintenance on Club-owned Assets

A significant proportion of clubs responding to the survey relating to this Network Plan identified deferred maintenance of club-owned assets as of importance.

Repairing or replacing roofs, kitchens, and change rooms were all recorded by multiple clubs. Improving the quality of floodlights was also a common theme. See Appendix One for a list of issues raised within the inventory of lawn and sport facilities.

7.2.2 Reduce Barriers to Participation

Clubs need to investigate what barriers there are to participation in their sports and look at implementing strategies to encourage greater participation. A number of sporting codes have seen decreases in participation for a range of reasons. Some of the barriers identified include:

- Increasing costs for tamariki and rangatahi to play in competitive sport. Increased costs of memberships, uniforms, equipment and travel have created barriers for many. This increase is exacerbated by the potential over-structuring of junior sport.
- Transport challenges to training or competition reduce participation, particularly for tamariki, rangatahi, older adults and rural communities.
- A shortage of volunteers to run the activity and look after the club facilities has an impact on overall participation.
- The inability to provide a delivery model that suits the needs of participants, instead of what has always been done.

Opportunities exist to invest in programmes that reduce barriers. One delivery model that has received positive feedback for ensuring participation by all is the use of festivals of sport, where a sports code, or multiple sports codes, come together and host games for a weekend (or a weekday for students).

7.2.3 Increase Sharing of Places, People, Equipment and Expertise

There is an increasing desire amongst clubs to work together for the betterment of all sports. A number of opportunities were identified, including sharing facilities, fields, lawns, specialist machinery and expertise to ensure that sport remains a strong, healthy part of the Taranaki ecosystem. With increased collaboration, it would be possible for some clubs to share during the week and yet still compete in the weekends.

While there are some multi-sport hubs in Taranaki, there can be further development of cross-club/cross-code-- arrangements.

Some codes support the technical aspects of turf management well. In smaller clubs, this level of expertise is usually provided by volunteers, with no clearly identified succession plan. Clubs could look to work together to source contracted services for green-keeping, wicket and turf expertise to relieve volunteers. Similarly, many clubs rely on specialist equipment that can lie idle for long periods of the year. Such equipment could be pooled and hired out to clubs, reducing the requirement to have so much of the same type of equipment in an area, relieving cost pressures.

There have been reports of challenges accommodating both summer and winter sporting codes' needs during the transition of seasons. This provides challenges to grounds staff who need a window of time (2–4 weeks) to undertake any remedial work and preparation.

7.2.4 Improve Accessibility of Lawns, Sports Fields and Supporting Facilities

Accessibility emerged as a key theme across both the club surveys and workshop discussions. Accessibility encompasses a wide range of factors that can e ther enable or hinder a person's ability to participate in sport and recreation.

One of the most significant challenges identified was the lack of gender-neutral and inclusive changing and bathroom facilities. Many older clubrooms and pavilions were originally designed with changing rooms for a home team and an away team, without consi dering the needs of female participants. As participation by women and girls continues to grow across most sports, many clubs are finding that their existing facilities do not adequately support this sh ft. The lack of appropriate supporting fac lities can create barriers to participation and reduce the comfort, safety and inclusiveness of the sporting environment.

Accessibility issues extend beyond female participation. Parents with young children, older adults, and people with disabilities or reduced mobility also require greater consideration in facility planning and upgrades. Sports codes reported a strong desire to improve accessibility, while acknowledging that the cost of upgrades remains a significant barrier. Common issues relate to physical access into clubrooms and pavilions, as well as access onto playing surfaces. For example, the gutter edge surrounding many bowling greens can create challenges for people with mobility impairments, although relatively low-cost solutions such as portable ramps may help address some of these barriers.

The condition and layout of changing facilities were also raised by many clubs and schools. In numerous cases, existing changing rooms are small, outdated, and not fit for purpose for contemporary user groups. Recent investment in facility upgrades at venues such as TET Stadium, Clifton Park and Rahotu Domain will improve the overall standard of those parks; however, further investment is required across the region.

Accessibility challenges are not limited to formal sports facilities. Many school grounds currently do not provide community users with access to toilet facilities when sports fields are being used outside school hours. This reduces the attractiveness and practicality of school grounds as community sporting venues and can limit opportunities for shared use arrangements.

Parents of young children, older adults and those with disabilities or reduced mobility all need to be given greater consideration. The breadth of this challenge, whilst clearly pressing for females, affects a wide range of user groups. Figure 7-1 below summarises the accessibility issues reported by survey respondents.

Figure 7-1 Reported Accessibility Issues



As many facilities are ageing, at or nearing the end of their life, there is an opportunity to prioritise accessibility enhancements alongside necessary facility upgrades and maintenance.

7.2.5 Make High Impact Upgrades at Key Regional Venues

Taranaki has a network of higher-end facilities that serve a role in hosting regional and national athletes for training and/or competitive games. Several of these key strategic sites require investment to address the current shortfall.

- The Tūparikino Hub is identified as a venue that will have an artificial turf, along with a number of soil-based turfs. This development is funding-dependent.
- The type of surface for the second turf at Stadium Taranaki needs to reflect the venue as a premier winter sports and events destination in the region. At a minimum, Field Number 2 requires re-sowing, improved irrigation and drainage. The type of upgrade could be a higher-performing soil-based field, a sand-carpet field, a hybrid field or a full artificial turf. The level of upgrade here is partially dependent upon whether stage two of the Tūparikino Hub proceeds. This is discussed in further detail in section 8.4.4.
- Improvements are required at Pukekura Park, including the Bellringer Pavilion, if Taranaki is still to be considered for high level cricket matches. The venue is still well used for Hawke Cup and other lower levels of representative cricket. Decisions need to be made on whether Pukekura Park remains a host venue of high-level competition.
- TET Stadium's athletics track is the only synthetic running track in Taranaki and requires resurfacing.
- Drainage and field upgrades at parks with sustained demand pressure, and a small number of strategically located higher capacity surfaces where training, events and school use align (such as The Gully artificial turf development). The recommendations section outlines a range of parks that would benefit from drainage improvements.

Hāwera Croquet Club



7.2.6 Develop Stronger Iwi Partnerships and Taiao-focused Planning

There is an opportunity to further partner with mana whenua through the planning and operations of lawn and sports field projects. Co-design of environmental and cultural settings (water, planting, biodiversity, land history) with iwi/hapū will strengthen outcomes for all.

It is important to look for ways to connect tāngata with whenua to increase the awareness of the cultural identity of the places where people participate in sport. *Te Kōwhatu Tū Moana* is a local example where mana whenua is actively involved as kaitiaki of the spaces that people play on in the Waitara community. The Co-Management group meets regularly with NPDC Officers, providing oversight of the open spaces (including sports fields) in the area.

7.2.7 Formalise school–community facility partnerships

A number of sports codes are reliant on non-council sports fields and lawns to deliver their sport. Schools often also require access to council-owned sports fields. School field use conservatively makes up 15% of sports field use in the Taranaki region[49]. These grounds are used not only by the schools themselves, but also by community groups.

There are both benefits and challenges to community access to school fields outside of school operating hours. Benefits for schools include:

- Potential new revenue streams
- Access to club expertise for various sports
- Increased level of passive surveillance out of hours
- Increased level of belonging to the school from the wider community

Some challenges include:

- Managing any potential over-use of fields
- Increases in general wear and tear from increased use
- A perception that there will be an increase in vandalism[50]
- Concerns about Health and Safety responsibilities on Boards of Trustees[51].

All parties should collaborate to understand how to maximise benefits and minimise challenges. There are resources and templates to help guide the process of formalising school–community partnerships[52]. A template user agreement and health and safety form available for clubs and schools in the area may help to broker more access agreements.

In many cases, community access is agreed informally. Access in one year can easily be denied in future years. Effective practice would see councils, RSOs and schools agreeing on a level of access over multiple years. A formal agreement would be developed to provide certainty to clubs and RSOs. Any agreement would look at appropriate financial contributions from council and/or clubs, along with agreed access to appropriate ancillary facilities, if required (such as a toilet block).

Stadium Taranaki (source: RSL)



[49] While national figures are unknown, this is considered a high proportion of use for competitive sport and training purposes, when compared with other similar regional studies.

[50] Although studies suggest anti-social behaviours on school grounds are likely to be reduced with an increase in use and passive surveillance.

[51] Schools remain responsible for managing health and safety risks on their sports fields and facilities, even when they are used by community groups. Where clubs or other organisations use the grounds, both parties should coordinate their respective health and safety responsibilities and risk management arrangements.

[52] Increasing Community Access to Schools Toolkit_Nov 2025 (2).pdf

7.3 Case Study One: Taking a Network Approach

7.3.1 Wellington College and Wellington City Council Partnership Artificial Turf

Wellington City Council and Wellington College have developed a successful school–council artificial turf partnership to increase sports field capacity, improve year-round playability, and maximise community access to quality sporting infrastructure. The project replaced a heavily worn natural grass field that was susceptible to closures during wet winter periods.

The partnership was established in response to growing demand for sports field space across Wellington. High rainfall, intensive use of natural grass fields, and increasing participation in field sports had created pressure on the city's sports field network. Artificial turf presented an opportunity to significantly increase carrying capacity while providing a reliable all-weather surface.

7.3.2 The Partnership Model

The Wellington College project demonstrates a collaborative infrastructure model where the school retains ownership and operational control of the facility, while council investment secures long-term public access.

7.3.3 Capital Funding

- Wellington City Council contributed approximately 50% of the artificial turf project cost, with Wellington College funding the balance. The original Council contribution was reported as approximately $660,000.
- Council also contributed 50% of the costs associated with FIFA and International Rugby Board (IRB) certification, ensuring the surface met recognised competition standards. Wellington College owns the facility and associated infrastructure.

7.3.4 Access Arrangements

Under the agreement, Wellington College grants Wellington City Council a licence to allocate community use of the facility during specified periods (after 5.30 pm on weekdays, after 1 pm on Saturdays and all day on Sundays).

These access arrangements provide substantial community use while preserving priority access for school sport and educational activities.

7.3.5 Roles and Responsibilities

Wellington College	Wellington City Council
Owns the asset	Provides capital contribution
Responsible for maintenance and turf compliance	Contributes towards certification costs
Responsible for renewals and lifecycle replacement	Manages community bookings
Manages school use	Secures and coordinates community access
Ensures operational standards are met	Pays an annual fee for community access, maintenance and renewal funding

This arrangement provides clear accountability while avoiding duplication of operational responsibilities.

7.3.6 Benefits Achieved

Figure 7-2 Wellington College Artificial Turf (Source: Australasian Leisure Magazine)



Increased Community Capacity

The artificial surface creates additional high-quality field capacity without requiring the purchase or development of new parkland. Community sports organisations gain access to a reliable playing surface during periods when natural fields would traditionally be unavailable.

Year-Round Availability

The all-weather turf significantly reduces weather-related cancellations. Wellington College identifies the ability to continue training and competition throughout winter as one of the project's primary benefits.

Shared Investment Reduces Cost

By sharing capital costs, both partners achieved outcomes that would have been more difficult to deliver independently. Wellington City Council gained access to new community sports capacity, while Wellington College obtained a premium sporting facility at substantially reduced cost.

Multi-Code Use

The field was designed and certified to support multiple sporting codes, including football, rugby and touch, increasing utilisation rates and supporting efficient use of public investment.

Long-Term Certainty

The use of long-term agreements (two successive 10-year arrangements) has provided certainty for both parties regarding access, maintenance responsibilities and lifecycle planning.

7.3.7 Key Success Factors

The Wellington College model highlights several features that could be replicated elsewhere:

- School ownership is retained, preserving educational control over the asset.
- Council investment secures guaranteed community access rather than requiring full ownership.
- Roles and responsibilities are clearly defined, reducing operational complexity.
- Long-term agreements provide investment certainty for both parties.
- Lifecycle responsibilities remain with the owner, ensuring a single point of accountability.
- Community access is focused on high-demand periods outside school operating hours.
- The facility addresses wider network needs, helping relieve pressure on public sports fields.

7.4 Case Study Two: Create Great Experiences for Everyone

7.4.1 Te Kori Scott Point (Sport Park)

Figure 7-3 Te Kori Scott Point Sports Park Plan



This $35 million community sport and recreation facility, developed by Auckland Council, is New Zealand's first fully sustainable sports park[53]. The 16.4-hectare park was designed to provide a destination that brings together organised sport, active recreation, informal play, ecological restoration, and environmental conservation within a single integrated landscape.

The park includes two baseball diamonds, natural and artificial turf sports fields, multi-use courts, a play area, and an extensive network of shared pathways that encourage walking, cycling, and community connectivity. The diverse range of facilities ensures the park provides great experiences for everyone.

The park's diversity of offering allows opportunities for increased belonging and a sense of place for users of all ages and abilities. Anyone can participate at the level they choose, either in structured sporting activities or everyday recreation.

Sustainability was a key driver throughout the project. A site-specific water capture and reuse system was designed to meet the park's irrigation and operational needs, eliminating the requirement for water from the municipal supply. This innovative approach significantly reduces the facility's environmental footprint while improving long-term resilience.

The project also delivers substantial ecological benefits. Extensive planting across the site has increased biodiversity and provided a carbon offset for trees removed elsewhere during development. These restoration initiatives have enhanced habitat values while contributing to Auckland Council's broader environmental objectives.

During construction, the project achieved a 90% reduction in construction and demolition waste, demonstrating a strong commitment to resource efficiency and sustainable building practices. The result is a landmark recreational facility that sets a new benchmark for environmentally responsible sports park development in New Zealand.

Some transferable lessons for this Network Plan:

- Multi-code venues provide greater resilience than single-sport facilities.
- A mix of field types can increase carrying capacity and reduce seasonal pressure on natural turf assets.
- Future sports field developments should consider water security, climate resilience and life-cycle costs.
- Sustainable design can reduce long-term operational expenditure.
- Community value increases when sports reserves support both organised sport and everyday physical activity.
- Broader recreation outcomes can strengthen the case for investment.
- Sports parks can contribute to council biodiversity, climate adaptation and environmental objectives.

[53] Source: www.ourauckland.aucklandcouncil.govt.nz & www.sportnz.org.nz

7.5 Case Study Three: Be Stronger Together

7.5.1 Rotorua Golf Collective Te Tūhono[54]

Arikikapakapa – Rotorua Golf Club (source: club website)



The Rotorua Golf Collective was established following recommendations made by RSL in the 2023 Rotorua Golf Facilities Strategy. Supported by Sport Bay of Plenty and driven by local golf clubs, the initiative represents a collaborative approach to strengthening the future of golf across the Rotorua region.

Representatives from Springfield Golf Club, Rotorua Golf Club (Arikikapakapa), and Lakeview Golf and Country Club came together to form a collective entity dedicated to supporting and enhancing golf within the community. The collective is currently being formalised as an incorporated society, with work underway to develop a constitution and long-term strategic plan that will guide its future direction.

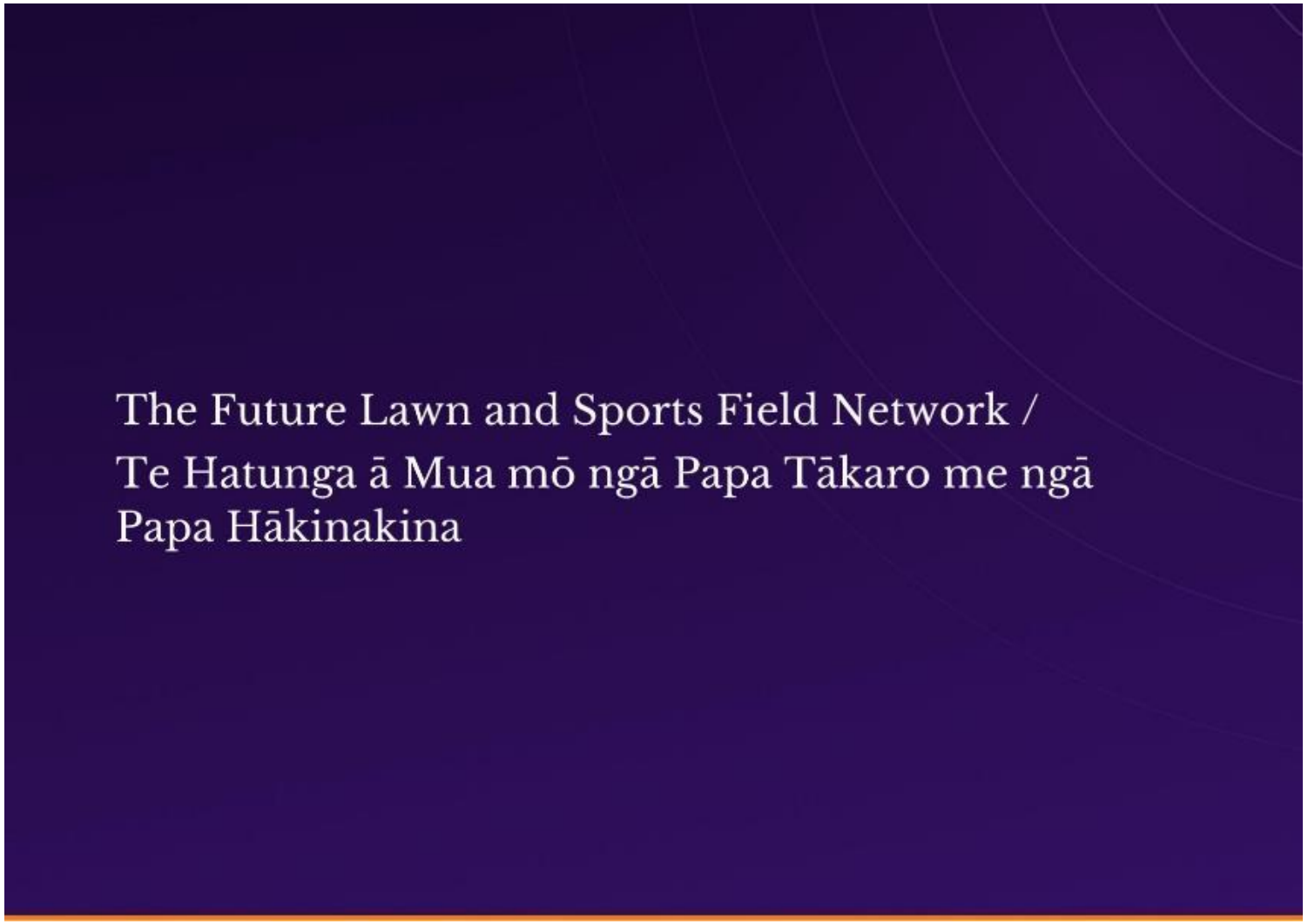
A key principle of the collective is that each club remains sovereign and continues to operate independently. Rather than replacing existing club structures, the collective exists to foster collaboration, share resources, and create opportunities that benefit all clubs and the wider golfing community. As the group notes, "while golf may be an individual sport, success can be shared."

The collective has adopted a broad mandate to support all golf activity within Rotorua, with the aspiration of growing participation and ensuring the sport remains sustainable and future-proof for generations to come. By working together, the clubs are better positioned to address common challenges and seize opportunities that would be difficult to achieve individually.

The collaborative model allows critical resources to be shared, reducing operational pressures and creating efficiencies. This may include sharing machinery, leveraging greater purchasing power through economies of scale, and, in the future, employing staff to work across all three clubs in areas such as administration, marketing, and business development. Such roles could help promote Rotorua's golfing offerings more effectively at both regional and national levels.

Importantly, the collective recognises that all three clubs face many of the same challenges, including competition for members, players, funding, and volunteers. By working together rather than competing against one another, the clubs can tackle these issues collectively, creating stronger outcomes for each organisation and for golf in Rotorua as a whole. The initiative demonstrates how collaboration can transform traditional competitive relationships into partnerships that benefit the entire sector.

[54] Arikikapakapa – Rotorua Golf Club media release June 2025


The Future Lawn and Sports Field Network /
Te Hatunga ā Mua mō ngā Papa Tākaro me ngā Papa Hākinakina

8 Framework for the Future Network / He Anga mō te Whatunga Anamata

Looking to the future, the lawn and sports field network will need to adapt to succeed. The traditional model of provision will no longer be fit-for-purpose in many situations. The following sections look at the vision for these spaces and places going forward, the key goals and strategies to get there and what the network could look like.

8.1 Vision

A sustainable, fit-for-purpose network of lawn and sports fields across the Taranaki region.

8.2 Network Principles:

- Decisions are evidence-based and consider the impact on the wider network
- Partnership with mana whenua and a taiao-led approach
- The lawn and sports field network is both financially and environmentally sustainable
- Partnerships and collaboration between schools, sporting codes and councils to co-design and optimise the network
- Lawn and sports fields are inclusive and accessible
- Sports are connected with each other and offer connections for the communities they are within

8.3 Goals

The following goals are aligned to the key values of Collaboration, Accessibility and Sustainability identified in *Collaborating for Active Spaces and Places*, a regional strategy and framework for Taranaki.

8.3.1 1. Take a Network Approach

Deliver a coordinated regional network of lawns and sports fields that matches current and future demand with the supply of the appropriate level of lawns, greens and fields.

8.3.2 2. Create Great Experiences for Everyone

Focus on the quality of facilities, sustainability and accessibility of lawns and fields so more people, including Māori, women and girls, rangatahi, older adults and disabled participants, can play, train and compete.

8.3.3 3. Be Stronger Together

Build sustainable, shared models for planning, funding, operating and maintaining lawns and fields, and supporting facilities, through collaboration between clubs, mana whenua, schools, councils and regional partners, including regional sports organisations.

A range of strategies has been identified to address the key issues and opportunities identified and future-proof the lawn and sports field network. These strategies should be implemented by clubs, RSOs, schools, councils, Sport Taranaki, the TFC and funders collaboratively.

Each strategy is linked to a primary goal area, while recognising that some actions will help to meet more than one goal. The goals and strategies are:

Goal One: Take a Network Approach	Goal Two: Create Great Experiences for Everyone	Goal Three: Be Stronger Together
Deliver a coordinated regional network of lawns and sports fields that matches current and future demand with the supply of the appropriate level of lawns, greens and fields. Key Strategies: • Secure access to partner fields and facilities • Agree levels of service • Increase the capacity of the existing network	*Focus on the quality of facilities, sustainability and accessibility of lawns and fields so more people, including Māori, women and girls, rangatahi, older adults and disabled participants, can play, train and compete.* Key Strategies: • Develop environmentally sustainable lawn and sports fields • Maintain and upgrade supporting facilities	*Build sustainable, shared models for planning, funding, operating and maintaining lawns and fields, and ancillary facilities, through collaboration between clubs, mana whenua, schools, councils and regional partners* Key Strategies: • Implement shared services and partnerships • Promote the role of the sports hub

The following section summarises the identified strategies to enhance the network.

"The football pitch has poor drainage, especially toward the end of the season"

– Survey Response

8.4 Goal One: Take a Network Approach

8.4.1 Secure access to partner fields and facilities

The sporting sector relies on access to a number of non-council-operated fields. In most cases, the additional fields are on school sites. It is important this access is retained, and if possible, expanded and secured through formal agreement.

Support, incentivise and facilitate access agreements to secure use of strategically important school sports fields. This recognises that in some cases councils do not have enough capacity to meet demand (such as league provision in Stratford and junior cricket and football in New Plymouth), and at the same time, there is an opportunity to optimise the existing network of available fields.

8.4.2 Agree Levels of Service

Agreed levels of service provide a practical tool for aligning expectations between councils, field managers, schools, clubs, regional sports organisations and funders. They are not intended to make every venue the same. Instead, they provide a common framework for determining what level of access, quality, amenity and management is appropriate for different types of venues within the regional network.

Examples include:

Level of service area	Summary expectation
Quantity and access to fields	Clubs and communities have access to an agreed level of fields for training and competition, within a 15-minute drive time. Allocations and bookings are transparent and understood.
Quality of fields	Field quality, surface condition and maintenance standards reflect the role of each venue in the network and the level of play it supports.
Supporting facilities and inclusion	Work to ensure all upgrades provide inclusive toilets and changing facilities, appropriate training lights, storage and safe supporting facilities.
Partnerships and communication	Major projects are planned through early and ongoing communication with the TFC, mana whenua, iwi and hapū, councils, clubs, RSOs, schools and Sport Taranaki.
School/community integration	Identified key school hubs have written community-use arrangements and access to toilets, storage, lighting and maintenance arrangements that meet minimum community sport needs.
Sustainability and governance	Venues of sub-regional significance or higher have asset management plans in place for club-owned or partner-owned supporting facilities.

As local government reform commences, levels of service for lawn and sports field provision could be agreed.

The examples in the previous table illustrate how the hierarchy and levels of service framework can be applied across the sports in scope. They are not intended to classify every venue in the network; rather, they show the type of venue, sport or planning issue likely to sit within each hierarchy level. Final classification of individual venues should be confirmed through implementation using agreed criteria for role, catchment, demand, facility quality, access, partnership value and long-term sustainability.

8.4.3 Increase the Capacity of the Existing Network

The existing network generally provides enough capacity for current summer and winter sports field users. The main exception is localised demand pressure for training for football and rugby league. As population growth continues, concentrated in the New Plymouth district, demand pressures will intensify.

Ensuring there is enough capacity in the network to meet future demand will require a range of strategies. The following strategies are identified as the most likely ways the Taranaki region can achieve increased capacity:

- Achieving more secure access to school sports fields through formal agreements
- Allocation of fields not currently fully utilised (there are some fields that are not used at all, such as Pukekohe Domain, and a number that could be used for more hours than what they are currently)
- Re-allocation of fields between codes (noting the challenge of re-allocating fields where a club has its own clubrooms or pavilion)
- Re-configuration of competition and training schedules
- Increasing the capacity of existing fields (through things such as drainage improvements, as per recommendations)
- Changing the field typology (such as converting a soil-based field to a sand carpet or hybrid surface or artificial surface)
- Developing new fields

Each option has both advantages and disadvantages relating to capital and operating costs, the quantity of additional hours gained and the impact on historical users of fields.

If the preferred option is to change the typology of a field, then Sport NZ has provided guidance on the likely capital and operating costs of the various field types, over a 30-year life cycle. A summary of this information is outlined in Table 8-1.

Providing increased levels of drainage at targeted venues will provide some additional capacity. The amount of additional capacity could, on average, be approximately 2 hours per field.

Table 8-1 30-year Costs for Various Sports Field Typologies

	Soil-based	Sand carpet	Hybrid Field	Artificial
30 Year Costs	$1.067m	$5.729m	$8.361m	$10.496m
Average weekly hours capacity	8	18	26	45
Winter Capacity Hours	5,280	11,880	17,160	33,750
Summer Capacity Hours	7,260	11,880	17,160	33,750
Cost / Hour (GST Incl.)	**$95**	**$242**	**$240**	**$180**

The table above illustrates soil-based fields as providing the least capacity, at the lowest cost per hour of use. Artificial surfaces, if use is optimised, can deliver the greatest capacity at a cost of use per hour less than sand carpet or hybrid typologies. It is anticipated that an artificial surface can provide the capacity of approximately 6 soil-based turfs.

Soil-based turfs typically require the least inputs to maintain (such as water, fertilisers, pesticides and fungicides), when compared with other surface types.

Alternative field typologies are unlikely to be required in most cases in the Taranaki region. However, where additional land is scarce, demand cannot be met by the existing network, and existing field conditions are poor, then consideration should be given to increasing capacity through field upgrades.

8.4.4 Tūparikino Hub

The proposed second stage of the Tūparikino Hub includes the development of 5 full-size winter sports fields, one of which would be an artificial surface. These fields would replace the existing 6 fields at the New Plymouth Racecourse site, and would increase the overall carrying capacity by 29 hours per week, as outlined in Table 8-2 below:

Table 8-2 Tūparikino Hub Capacity with Proposed Artificial Turf

	Weekly hours of use[55]
Four soil-based fields	32
Plus a multi-use artificial turf	45
Tūparikino Hub winter sports field capacity	77
Less the existing capacity of 6 fields	48
Total additional capacity	29

There are a number of uncertainties that need to be confirmed before the Tūparikino Hub fields can be factored into the proposed new network, such as:

- There is no confirmed budget or timeframe for the development of the sports fields components of the Tūparikino Hub.
- Access to the fields will require an underpass (estimated to cost $7m).
- The operating model, determining how shared use between sports fields and the racecourse will work, is not confirmed. This may impact field use, if there are certain restrictions of access.

The following strategies could be implemented to increase capacity by the stated weekly hours.

If Tūparikino Hub proceeds	Weekly hours
Tūparikino Hub (net gain)	29
Increased secured access to school grounds[56] (per field)	3
Drainage upgrades (per field)[57]	2
Re-allocate fields from one sport to another (net overall gain)	0

If Tūparikino Hub is not approved, then detailed planning should commence, focusing on increased capacity at Stadium Taranaki.

[55] Based on average carrying capacity of soil-based and artificial fields
[56] Assuming approx. 3 hours per field/week additional to school use.
[57] Assuming drainage improvements allow on average 2 hours /week more / field

8.5 Goal Two: Create Great Experiences for Everyone

8.5.1 Create Environmentally Sustainable Lawn and Sports Fields

Any development of lawn or sports fields needs to consider the environmental impact of proposed changes. These impacts can be across a range of factors, including optimising water use and implementing regimes to recycle water, reducing the use of chemicals on lawns and fields, reducing energy use, waste minimisation, recycling and other strategies that will lead to a reduced carbon footprint for the sector.

The Tūpārikino Hub is being promoted as an example of a newer facility that is being developed in a sustainable way. Examples of sustainable development include:

- An upgraded car park, including a stormwater management system designed to protect the sensitive lake environment of Pukekura Park
- Returning rainwater to the ground to recharge the natural aquifers
- Facilities at the hub will be energy efficient, with a focus on minimising ongoing operational costs.
- Clubs should consider water and energy efficiency initiatives during any upgrades or refurbishments

8.5.2 Maintain and Upgrade Supporting Facilities

Feedback from across the Taranaki lawn and sports field network indicates that supporting facilities generally emerge as an ageing asset base. While these facilities are seen as critical to participation, there is uneven quality and notable accessibility issues. Key themes are:

- Floodlighting is a recurring constraint that needs to be addressed. Many clubs own their own lighting. It is often ageing and not fit for purpose, limiting winter training, constraining evening use, and limiting effective field capacity even where turf space exists.
- Clubrooms and amenity buildings have been highlighted as a priority for upgrading by multiple clubs across all codes.
- Change spaces need to be fit-for-purpose-- for women and girls or mixed use. This is identified by many clubs as a barrier to growth, particularly in football and 'multi-code venues'.
- Many bowls, cricket and lawn sports carry high fixed costs for greens and buildings relative to a shrinking or ageing membership. There is a growing recognition that clubs need to share resources and expertise to continue to prosper.
- Schools and event providers are heavily dependent on a small number of multi-field venues- with adequate toilets, shelter and power to run festival-based sports.

Stadium Taranaki – Change Room



8.6 Goal Three: Stronger Together

8.6.1 Share Services and Enhance Partnerships

A driver for the development of this Network Plan was the multiple requests received from clubs for similar equipment. There are several key benefits in sharing equipment and expertise:

- Lower capital costs for individual clubs
- Better utilisation of expensive equipment
- Reduced maintenance and storage expenses
- Access to higher-quality machinery that may be unaffordable for a single venue/club

The NZ Sports Turf Institute has provided the following advice on the types of equipment that could be considered for sharing. How frequently machinery is required by a club is a primary driver of whether it can be shared.

8.6.2 Turf Maintenance Equipment

Renovation equipment, including aerators, top dressers and scarifiers, are only used occasionally, so can be shared (some sporting groups in Taranaki already share this equipment[58]).

Line marking machines are known to be shared across clubs in some parts of Taranaki. Two clubs have bought the GPS line marker, and hire out a trained user to line mark other codes' fields[59]. GPS-driven line marking machines that are quicker and more accurate are the industry standard. Taranaki could look at investing in more of these machines to share across clubs.

Mowers could be shared, and are in some cases. However, this is problematic in many sports, where mowing is a regular occurrence.

8.6.3 Other Equipment and Expertise

Clubs also have other equipment and expertise that can be shared. Pavilions are often hired to other user groups, and this provides revenue that can be reinvested by the clubs.

Equipment, such as scoreboards and timing equipment, can be shared between clubs or sports. Portable electronic scoreboards are an example where clubs can share, particularly if this occurs between summer and winter codes.

Bowls and golf in Taranaki operate collaborative turf maintenance programmes through a Greenkeepers Association model. The focus for these groups is on offering specialist turf advice across clubs to maintain a high level of greens. The Greenkeepers Association is also supported externally by agronomists. Can the skills of this association model be shared more widely than bowls and golf, for the volunteer workforce in other lawn and field-based sports, such as croquet?

8.6.4 Promote the Role of Hubs

There is a track record of successful hubs in the Taranaki region. The opportunity is to look to develop more hubs, with a focus on improving participation experiences for users, offering places for wider community connection in a financially sustainable way.

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[58] Such as Te Ngutu Golf Club and Inglewood Golf clubs sharing some specialist turf care equipment

[59] Hāwera Football Club and Tukapa Rugby Club

The Tūparikino Hub is an important future hub that is currently under development. Stage one of the project is under development, with a focus on the provision of an indoor stadium. Stage two of the hub is dependent on future funding and includes the development of 4 natural grass sports fields, one hockey artificial turf and one multi-use artificial turf. These fields would replace the existing 6 racecourse fields. The new fields would have greater capacity due to the ability of the artificial turfs to have the capacity for up to 40-50 hours of play or training each week per turf.

The Taranaki Facilities Consortium and Sport Taranaki promote the benefits of hubbing and are able to support community groups in exploring sustainable facility models. For more on hubbing, explore the Smarter, Stronger, Sustainable Resource developed by the TFC in 2025.

The development of hubs is not limited to large, urban venues. Rural communities are often well placed to support a range of sports and community organisations "under one roof", as can already be seen within some hubs in Taranaki[60].

Moving forward, funders, councils and others should continue to prioritise support for hubs. New hubs, where appropriate, should be encouraged and supported where hubs can demonstrate both their own participation outcomes alongside wider community connections.

"Knowledge transfer will become critical if the current qualified greenkeeping group retires"

– Survey Response

Te Mete Park (Source: Sport Taranaki)



[60] Highlighted in case studies on Raihotu Sports Hub and Stratford Eltham Rugby and Sports Club

Appendices
Ngā Āpitihanga

9 Appendix One – The Lawn and Sports Field Network

The following table outlines the lawn and sports field venues in Taranaki. The table includes information provided by clubs that have returned survey responses. Hierarchy as follows: National/International (N), Regional (R), District-wide/Sub-regional (SR), Local (L).

Table 9-1 The Lawn and Sports Field Network (non-school)

Venue	Lawn Type	Number of Fields/Lawns/Greens	Winter Code	Summer Code	Hierarchy	Fields with Floodlights	Toilets	Clubrooms	Changing rooms	Storage	Kitchen	Identified Issues
Carnival Park and TET Stadium and Events Centre	Sports field	5 Full, 1 Junior	Rugby	Athletics	N (athletics) SR (rugby)	6	✓	✓	✓	✓	✓	
Clifton Park	Sports field	3 Full	League	Touch	SR	1	✓	✓	✓	✓	✓	
Corbett Park	Sports field	2 Full	Football/ Rugby/ League	Athletics/ Cricket/Touch	L	2	✓	✓	✓	✓	✓	Football pitch poor drainage, fields are over capacity and often in poor condition.
Glen Avon Park	Sports field	1 Full	Other	N/A	L	1						Poor drainage, used for dog agility. No sports use at present but has lights.
Hickford Park	Sports field	4 Full, 1 Half, 1 Diamond	League, Football	Touch Athletics Cricket, Softball	SR	4	✓	✓	✓	✓	✓	Clubrooms for rugby and football – League without clubrooms since it burnt down and have not been able to find a solution to using the Rugby Clubrooms as yet. BBK Spatial plan to work through this. Lighting is insufficient, no senior rugby team in 2025 as a result. Diamond in unusable state.
Karo Park	Sports field	4 Full	Football	Cricket	L	4	✓	✓	✓	✓	✓	Lighting pole in the middle of cricket field.
Lynmouth Park	Sports field	2 Full	Football	Cricket	R	2	✓	✓	✓		✓	Condition of fields. Cost of contractors
Manaiakalani Park	Sports field	3 Full	Football	Cricket	L	3	✓	✓	✓	✓	✓	Lights need upgrade – very old and inefficient. Roof needs replacing.
Merrilands Domain	Sports field	2 Full, 1 Junior	Football	Football	L	3	✓	✓	✓	✓	✓	Lights not bright enough for games. Cladding needs replacing – leaks. Main pitch needs irrigation. Contractor for main pitch is unsustainable.
Ngāmotu Domain	Sports field	2 Full	Rugby League & Football	Ki-o-rahi	L	1	✓	✓	✓	✓	✓	Tried to recycle but cost is too high, fields marked with weed killer. Building and changeroom need major repairs
Onuku Taipari	Sports field	3 Full	Football	Football	L	3	✓	✓	✓	✓	✓	
Pennys Park	Sports field	3 Full	Football	Cricket	L	2	✓	✓	✓	✓	✓	
Pukekura Park	Sports field	1 Full	N/A	Cricket	N	0	✓	✓	✓	✓	✓	Bellringer Pavilion needs a long-term solution as the space is currently unsuitable for hosting higher levels of cricket. Supporting amenities are not in a good state, and there is no access upstairs for those with a disability.
Racecourse Oval		5 Full, 1 Junior	School use	School use	L	0						

Venue	Lawn Type	Number of Fields/Lawns/Greens	Winter Code	Summer Code	Hierarchy	Fields with Floodlights	Toilets	Clubrooms	Changing rooms	Storage	Kitchen	Identified Issues
Sanders Park	Sports field	3 Full	Rugby	Cricket, Touch	L	3	✓	✓	✓	✓	✓	
Sutherland Park	Sports field	3 Full, 2 Junior	Football	Athletics	L	2	✓	✓	✓	✓	✓	Woodleigh Sports and Social Club providing range of opportunities. Roof leaks. Limited storage. Changing rooms and toilets need an upgrade. Very poor drainage. Uneven playing surface due to drainage installation. Damaged field drains resulting in a low-quality playing surface after minimal rain.
Te Mete Park	Sports field	2 Full	School use/ Football	Cricket	L	2	✓	✓	✓	✓	✓	
Vogeltown Park	Sports field	4 Full	Rugby Ultimate Frisbee	American Flag Football, Cricket	SR	3	✓	✓	✓	✓	✓	
Western Park	Sports field	1	Football	Cricket	L	0	✓	✓	✓	✓	✓	Clubrooms are unusable, very dated and stairs access only. Cladding needs replacing, so does the roof. Facility is usable – needs upgrading.
	Green	3	Bowls		L		✓	✓	✓		✓	Needs new roof
	Lawn	3	Croquet		L		✓	✓		✓	✓	
Stadium Taranaki	Sports field	4 Full (Field 1 hybrid)	Rugby/ Football	N/A	N	4	✓	✓	✓	✓	✓	Field 2 is in poor condition after construction work on Stadium. Needs re-sowing and drainage review.
Tikorangi Domain	Sports field	3 Full	Rugby	N/A	L	3	✓	✓	✓	✓	✓	
Marfell Park	Sports field				L							
Upper Mangorei Domain	Sports field			Cricket	L		✓	✓	✓	✓	✓	
Urenui Sports Ground	Sports field	1 Full	Rugby		L							
Pukekohe Domain incl. Bowls Waitara	Sports field	1										Unallocated
	Green	2 (1 artificial)	Bowls		L		✓	✓			✓	Indicated renewal of kitchen and bathroom, also carpark
Awakino Bowling Club	Green	1	Bowls		L	✓	✓	✓	✓	✓	✓	Partial new roof needed, Men's toilet needs upgrading
Fitzroy Bowling Club/NP Croquet Club	Green	2	Bowls		L	✓	✓	✓	✓	✓	✓	Indicated a want to put a cover over 2 of their greens.
	Lawn	4	Croquet		SR		✓	✓		✓	✓	
Opperton Bowling Club	Green	1	Bowls		L			✓			✓	

Venue	Lawn Type	Number of Fields/Lawns/Greens	Winter Code	Summer Code	Hierarchy	Fields with Floodlights	Toilets	Clubrooms	Changing rooms	Storage	Kitchen	Identified Issues
Inglewood Bowling Club	Green	2	Bowls		L		✓	✓	✓	✓	✓	Ageing volunteers
Inglewood Croquet Club	Lawn	3	Croquet		L		✓	✓	✓	✓	✓	
New Plymouth Bowling Club	Green	2	Bowls		L		✓	✓			✓	
Ōakura Bowling Club	Green	1	Bowls		L	1	✓	✓	✓	✓	✓	
Ōkato Domain	Green	1	Bowls		L		✓	✓				
	Sports field	2	Rugby		L	1			✓			
Urenui Bowling Club	Green	1	Bowls		L		✓	✓		✓	✓	
Vogeltown Bowling Club and Social Golf Croquet Club Inc.	Green	2	Bowls		L		✓	✓	✓	✓	✓	Both codes share the building
	Lawn	1	Croquet		L							
Waimea Bowling Club	Green	1	Bowls		L		✓	✓			✓	
New Plymouth Golf Club	Hole	18 hole	Golf		R		✓	✓	✓	✓	✓	
Pantutu Bowling Club	Green	3 outdoor plus indoor 6-rink carpet.	Bowls		R		✓	✓	✓	✓	✓	
Inglewood Golf Club	Hole	18 hole	Golf / Disc golf		L							
Manukorihi Golf Club	Hole	18 hole	Golf		L							
Tasman Golf Croquet	Lawn	1	Croquet		L							Need to upgrade downstairs toilets due to water leaking into the building
Kaitake Golf Club	Hole	18 hole	Golf		L		✓	✓	✓	✓	✓	Clubhouse needs major repairs
Fitzroy Golf Club	Hole	18 hole	Golf		SR		✓	✓	✓	✓	✓	Looking to upgrade clubroom 3-4 years
Urenui Golf Course	Hole	9 hole	Golf		L							

Venue	Lawn Type	Number of Fields/Lawns/Greens	Winter Code	Summer Code	Hierarchy	Fields with Floodlights	Toilets	Clubrooms	Changing rooms	Storage	Kitchen	Identified Issues
Waitara Golf Club	Hole	18 hole	Golf		L		✓	✓	✓	✓	✓	Major upgrade needed clubroom, kitchen, office
Westown Golf Club	Hole	18 hole	Golf		L							
Audrey Cole Reserve	Disc Golf		Disc Golf		L							
Stratford												
Victoria Park	Sports field	2 Full	Rugby		SR	Cricket	✓	✓	✓	✓	✓	Cricket pavilion being upgraded
	Lawn	2	Croquet		L	No	✓	✓				Clubrooms need major repair/renewal
	Athletics	1			L	Athletics						
Stratford-Avon Bowling Club - 66 Regan Street	Green	2	Bowls		L		✓	✓			✓	
Midhirst Domain	Sports field	1	Rugby		L	Cricket	No	✓	✓	✓	✓	✓
Swansea Park	Sports field	2 & 1/2	Football		L	Marching	2		✓			
King Edward Park/Page St	Sports field	2	Rugby		L		2	✓				
Stratford Golf Club	Hole	18 hole	Golf		L							
Strathmore Golf Club	Hole	9 hole	Golf		L							
South Taranaki												

Venue	Lawn Type	Number of Fields/Lawns/Greens	Winter Code	Summer Code	Hierarchy	Fields with Floodlights	Toilets	Clubrooms	Changing rooms	Storage	Kitchen	Identified Issues
Dallison Park	Sports field	2	Rugby		L	1	✓	✓	✓		✓	Grandstand project identified in STDC LTP
	Green	1	Bowls		L							
Alamein Park	Sports field	2	Football		L	No						
Bahotu Domain	Sports field	3	Rugby	Athletics	L	No	✓	✓	✓	✓	✓	No changing room facilities for women, school children or mobility impaired
Taylor Park	Sports field	1			L							
Turuturu Park	Sports field	5	Football	Touch	SR	1	✓	✓	✓		✓	
Taumata Park	Sports field	1 Full 2 Junior	Football	Athletics	L	1						Lights in very poor condition, training only at one end. Pedestrian lighting non-existent, need new showers
Toll Park	Sports field	1	Rugby		L							
Manaia Domain	Sports field	1	Rugby		L							Not used for regular competition. Has hosted festival games.
Normanby Domain	Sports field	1	League	Athletics	L	No	✓			✓	✓	
Opunake Recreation Ground	Sports field	2 Full 3/4	League/ Rugby	Athletics	L		✓	✓	✓	✓	✓	Don't use the Events Centre as clubroom as too expensive
TSB Hub/Hicks Memorial	Sports field	5 Full 2 Junior	Football, Rugby League	Cricket, Athletics	R	1	✓	✓	✓	✓	✓	Hicks Memorial side has no toilets, changerooms or shelter. Prone to high winds and no sight screens. Hard for small group of volunteers to cope with workload (field maintenance)
King Edward Park	Sports field	2	League	Cricket	L							Cricket and League share pavilion on the park
Hāwera Park Bowling Club	Green	2	Bowls		SR		✓	✓	✓	✓	✓	
Park Croquet Club	Lawn	4	Croquet		SR		✓	✓		✓	✓	
Tower Bowls Hāwera	Green	2	Bowls		L		✓	✓	✓	✓	✓	
Pātea Bowling Club	Green	1	Bowls		L		✓	✓	✓	✓	✓	
Hāwera Croquet Club	Lawn		Croquet		L		✓	✓		✓		
Waverley Golf Croquet	Lawn		Croquet		L							
Opunake Bowling Club	Green	1	Bowls		L		✓	✓		✓	✓	Roof is leaking in clubrooms
Manaia Bowling Club	Green	1	Bowls		L		✓	✓	✓	✓	✓	

Venue	Lawn Type	Number of Fields/Lawns/Greens	Winter Code	Summer Code	Hierarchy	Fields with Floodlights	Toilets	Clubrooms	Changing rooms	Storage	Kitchen	Identified Issues
Pihama Bowling Club	Green	1	Bowls		L	1	✓	✓	✓	✓	✓	
	Sports field	1		Cricket	L							
Rahotu Bowling Club	Green	1	Bowls		L		✓	✓		✓	✓	
Victoria Park	Sports field	2	Rugby		L	1	✓	✓	✓	✓	✓	Lights need upgrading
Pātea Domain	Sports field	1	Rugby	Touch	L	1	✓	✓	✓	✓	✓	The grandstand/main changerooms are in bad condition with part of the roof damaged and missing. Clubrooms in need of major upgrade.
Eltham Golf Club	Hole	12 hole	Golf		L							
Manaia Golf Club	Hole	18 hole	Golf		L							
Opunake Golf Club	Hole	18 hole	Golf		L							
Patea Golf Club	Hole	18 hole	Golf		L		✓	✓	✓	✓	✓	Clubrooms need new roof 2-3 years. New greens and ride-on mower 2 years
Pungarehu Golf Club	Hole	18 hole	Golf		L							
Waverley Golf Club	Hole	18 hole	Golf		L		✓	✓	✓	✓	✓	
Hāwera Golf Club	Hole	18 hole	Golf		L		✓	✓	✓	✓	✓	
Te Ngutu Golf Club	Hole	18 hole	Golf		SR		✓	✓	✓	✓	✓	

Table 9-2 Known Schools Available for Community Use

	High School
	Area School
	Primary School

School	Number of Fields	Hours Currently Used by Community	Code Used for	Formal arrangement	Challenges Identified
New Plymouth District					
Francis Douglas Memorial College	6	14	Football/Cricket	Yes	Concerns on overuse. Needs new artificial cricket pitches
New Plymouth Boys' High School[6]	5 (1 artificial)	17	Football/Cricket	No	Heavily reliant on Racecourse fields to deliver sport
Spotswood College	3	6	Football	No	
New Plymouth Girls' High School	1	4	Football	No	Ceasing community use due to misuse
Inglewood High School	4		Cricket	No	
Waitara High School	1	7	Rugby	No	
Sacred Heart Girls' College	2	6	Football	No	Need to upgrade toilets and power supply
Coastal Taranaki Area School	3	4	Football/Athletics	No	
Welbourn School	1	Unknown	Football/Cricket	Yes	
Westown School	1	2	Rugby	Yes	
Spotswood Primary School	2	4	Football	Yes	Open to more use if respected
Bell Block Primary School	1	3	Football	Yes	
St Joseph's Waitara	1	Irregular	Touch	No	
Waitara Central School	1	Irregular	Football	No	
Mangorei School	1	Unknown	Cricket	No	
Inglewood Primary School	1	Unknown	Football	No	
Fitzroy School	1	Unknown	Cricket	No	
Merrilands School	1	Unknown	Football	No	
Oakura School	1	Unknown	Football	No	
Highlands Intermediate	2	Unknown	Football	No	
Lepperton School	1	Unknown	Football	No	
Omata School	1	Unknown	Football	No	

[6] Referring to the use of the Racecourse Fields

School	Number of Fields	Hours Currently Used by Community	Code Used for	Formal arrangement	Challenges Identified
Frankly School	1	Unknown	Cricket	No	
Vogeltown	1	Unknown	Cricket	No	
St John Bosco School	1	Unknown	Cricket	No	
Woodleigh School	1	Unknown	Cricket	No	
St Pius X School	1	Unknown	Cricket	No	
West End School	1	Unknown	Cricket	No	
Devon Intermediate	1	Unknown	Cricket	No	
Stratford District					
Stratford High School	4	Unknown	Cricket/Rugby/League	No	
Taranaki Diocesan for Girls	3	Unknown	Unknown	No	
Toko School	1	Irregular	Rugby	No	
Stratford Primary School	1	4	Athletics / Cricket	Yes	
South Taranaki District					
Opunake High School	2	Irregular	Rugby	No	
Pātea Area School	1	Irregular	Rugby	No	Need available toilets
Hāwera Primary School	3	3	Touch	No	Would like toilets open to community
Eltham Primary School	2	Irregular	Rugby / Marching	No	
Normanby School	1	Unknown	Unknown	No	
Aurora School	1	Unknown	Cricket	No	

Schools that indicated being open to community use in survey:

School	Number of Fields
Avon School	1
Puketapu School	2
Egmont Village School	1
Midhirst School	1
Hāwera Christian School	1

10 Appendix Two – Demographic Profile

10.1 Data Sources

The following table outlines the various data sources used to build up the demographic profile of the Taranaki region. All data sources were approved by the client, prior to use.

Demographic Analysis Area	Taranaki Region	New Plymouth District	Stratford District	South Taranaki District
Age Group Population Projections	Combined district data*	Infometrics (2025-2054)	Infometrics (2023-2053)	Infometrics (2025-2055)
Ethnic Profile[67]	Stats NZ Place and Ethnic Group Summaries	N/A	N/a	N/a
Ethnicity Projections	Stats NZ Census 2018 Medium Projections	Stats NZ Census 2018 Medium Projections	Infometrics (Indicative – medium trend)	Infometrics
Deprivation	NZ Index of Deprivation			

**While the data years for each set of district data do not quite match, to obtain a regional picture, they have been combined so that the Stratford data is considered 2025-2055 and the New Plymouth data for 2054 is used for 2055.*

[67] Individuals can identify as more than one ethnicity so ethnic totals can add to more than 100% of the population

10.2 Taranaki Region

10.2.1 Population Projection

The population of the Taranaki region was 131,552 in 2025. It is expected to grow by nearly 23,000 in the 30 years to 2055. This is growth of 17%. Any modelling of future participation is limited to 15 years (2040), given the range of factors that can impact long-term trends.

Age Group	2025	2030	2035	2040	2045	2050	2055	Change 2025–2055	% Change 2025–2055
0–14	25308	24349	23535	22951	22743	22983	22994	-2314	-9%
15–29	22518	25947	28630	28375	27188	25167	23764	1246	6%
30–44	24919	24617	24054	25814	29527	31856	31890	6971	28%
45–59	24627	24690	25475	26403	26099	25621	26863	2236	9%
60–74	22894	24535	25053	24938	25293	26227	27205	4311	19%
75 Plus	11286	13361	16034	18379	19947	21194	21805	10519	93%
Total	131552	137489	142781	146860	150797	153048	154521	22969	17%

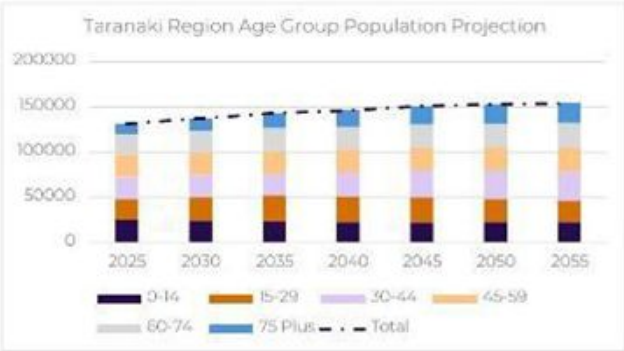
10.2.2 Population Distribution

In 2025, 68% of the population resided in the New Plymouth District, nearly a quarter of the population (23%) resided in South Taranaki and a further 9% in the Stratford district. It is expected that the New Plymouth District will grow by 23% (20,699 people) in the 30 years to 2055, by which time it is expected to make up 71% of the region's population. The population of South Taranaki is expected to remain much the same, and its proportion of the region's population is expected to decline to 20% by 2055. While the Stratford District is expected to see growth of 14%, its proportion of the region's population is expected to remain the same at 9%.



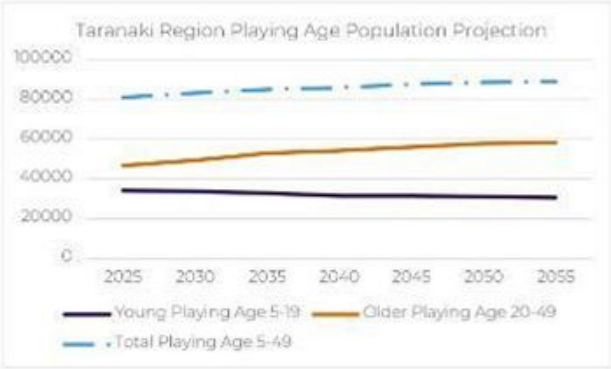
10.2.3 Age Group Population Projection

Growth is expected in all age groups in the 30 years to 2055, except for the 0–14 age group, which is expected to decline by 9% or over 2,000 people. Notably, the 75-plus age group is expected to grow by 93% or over 10,500 people.



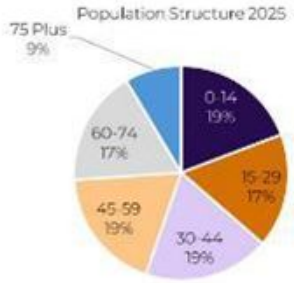
10.2.4 Playing Age Population (Field Sports)

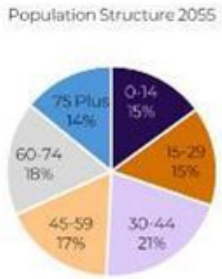
The playing age population is the group of people most likely to participate in field sports, and for the purposes of this Network Plan is the members of the population aged from 5–49. As the population ages over the next 30 years, the "young" portion of the playing age group aged 5–19 years, is expected to decline by 9% or over 3000 people. At the same time, the older portion of the playing age groups (aged 20–49) is expected to increase by 24% or over 11,000 people. The net change in the whole playing age populat on for the Taranaki Region is an increase of 10%, or just over 8,000 people. All of the increase in the playing age population is expected to occur in the New Plymouth D strict.



10.2.5 Population Structure

By 2055, it is expected that nearly one-third (32%) of the region's population will be aged 60 years or older. Conversely, the population of those aged 29 years and younger is expected to decrease to 30% from 36% in 2025.

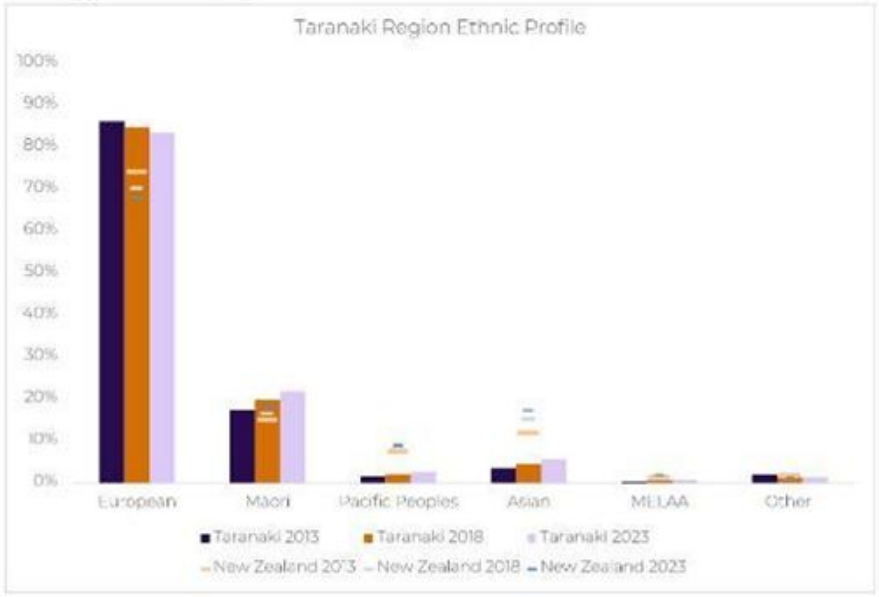




10.2.6 Ethnic Profile

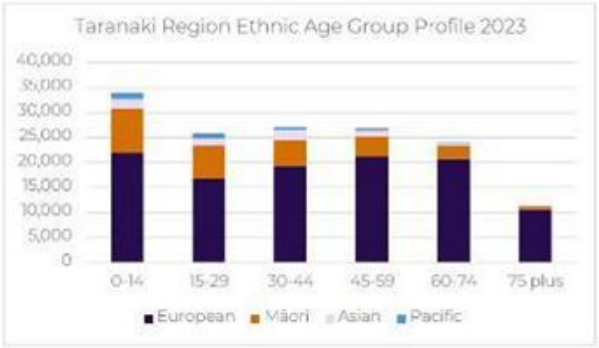
In 2023, over 80% of the population of the Taranaki Region identified as European and approximately 18% as Māori. The proportions of people identifying as either European or Māori were both higher in the Taranaki region than in New Zealand as a whole. The proportion of Asian and Pacific Peoples was under 5% of the Taranaki population and much less than for New Zealand as a whole. The population of Middle Eastern/Latin American/African (MELAA) people and other ethnicities was very low.

However, over time, the population of the region is gradually becoming more ethnically diverse with the populations of Māori, Asian and Pacific People increasing while the population of people identifying as European decreases, which reflects the need to constantly be thinking about how spaces can be welcoming for all communities.



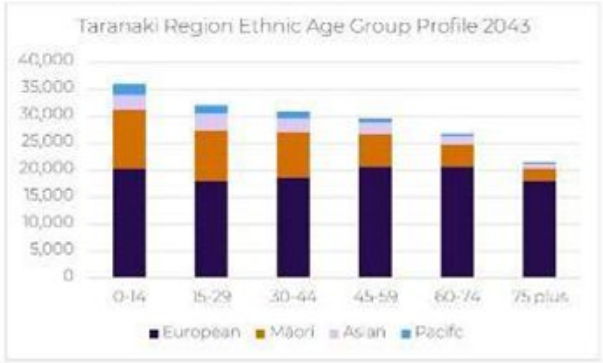
10.2.7 Ethnic Age Group Profile

The figure below shows that there is a higher proportion of Māori in the younger age groups than in the older age groups, especially 0–14 years and 15–29 years, while the European population is much more evenly spread across the age groups.



10.2.8 Ethnic Profile Projection

By 2043, the proportions of young Māori are expected to have increased significantly, while the proportion of people identifying as Asian is also increasing across all age groups. The proportion of people identifying as European is expected to still be fairly evenly spread across all age groups, although there are likely to be fewer in the younger age groups and a higher proportion in the older age groups.



10.2.9 Deprivation

New Zealand Index of Deprivation, 2023 (NZDep2023), provides information on socioeconomic deprivation. The NZDep is an area-based measure that measures the level of deprivation for people in each small area and is based on nine Census 2023 variables.

The variables are:

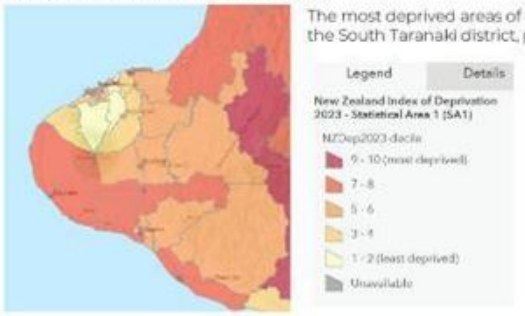
- People with no access to the internet at home
- People aged 18–64 receiving a means-tested benefit
- People living in equivalised* households with income below an income threshold
- People aged 18–64 who are unemployed
- People aged 18–64 without any qualifications
- People not living in their own home
- People aged <75 living in a sole parent family
- People living in equivalised* households below a bedroom occupancy threshold
- People living in dwellings that are always damp and/or always have mould greater than A4 size

Note: Equivalisation is a method used to control for household composition.

NZDep2023 is displayed in 10 deciles:

- Decile 1 represents areas with the least deprived NZDep2023 scores
- Decile 10 represents areas with the most deprived NZDep2023 scores

Figure 10-1 Taranaki Region Deprivation



The most deprived areas of the Taranaki region are pockets of New Plymouth City, Waitara in the north and much of the South Taranaki district, particularly the southwestern areas.

10.3 New Plymouth District

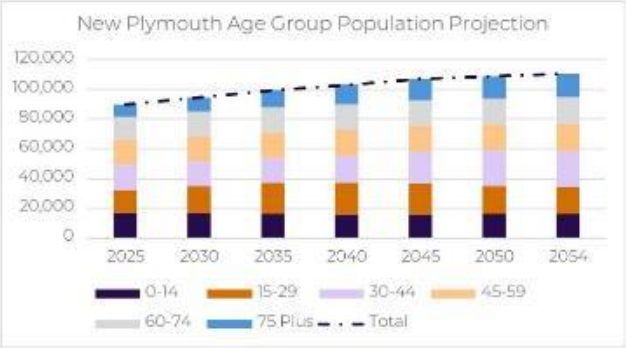
10.3.1 Population Projection

The population of the New Plymouth District was nearly 90,000 in 2025. It is expected to grow by 23% (over 20,000 people) in the next 29 years to reach over 110,000 in 2054.

	2025	2030	2035	2040	2045	2050	2054	Change 2025-2054	% Change 2025-2054
0–14	17,080	16,588	16,183	15,925	15,828	16,061	16,254	-826	-5%
15–29	15,208	18,407	21,190	21,318	20,613	18,972	17,835	2,627	17%
30–44	16,921	16,655	16,302	18,072	21,541	23,967	24,360	7,439	44%
45–59	16,608	16,695	17,223	17,794	17,525	17,180	18,343	1,735	10%
60–74	15,824	16,679	16,953	16,871	17,113	17,665	18,200	2,376	15%
75 Plus	8,110	9,640	11,656	13,317	14,288	15,104	15,458	7,348	91%
Total	89,751	94,664	99,507	103,297	106,908	108,949	110,450	20,699	23%

10.3.2 Age Group Population Projection

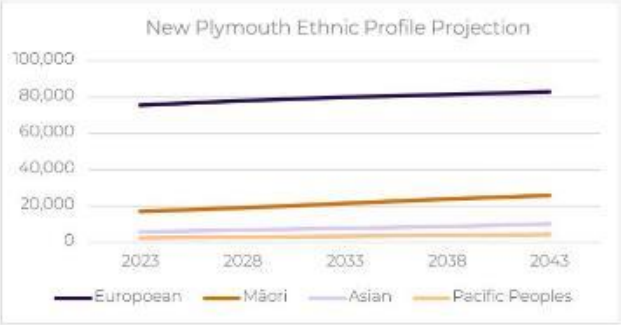
Growth is expected in all age groups in the 29 years to 2054, except for the 0–14 age group, which is expected to decline by 5% or around 800 people. Notably, the 75-plus age group is expected to grow by 91% or over 7,000 people. The 30–44 age group is also expected to see significant growth of 44% or nearly 7,500 people.



10.3.3 Ethnic Profile

75% (75,500) of the district's population was made up of people identifying as European in 2023. A further 17% identified as Māori, 6% as Asian and 3% as Pacific Peoples. In the 20 years to 2043, the population of the district is expected to become more ethnically diverse.

By 2043, the proportion of the population identifying as European is expected to decrease to 67% while the proportion of those identifying as Māori is expected to increase to over one-fifth of the population – 21%. The population identifying as Asian is expected to see a small increase to 8% of the population and Pacific Peoples to 4%.



10.3.4 Deprivation

Large areas of the New Plymouth District are rated either 1–2 (least deprived) or 3–4 on the NZ Index of Deprivation scale. However, there are some pockets of very high deprivation, in and around Waitara and in several suburbs of New Plymouth. The northeast of the district rates as highly deprived, mostly as it is rural with a low population density.

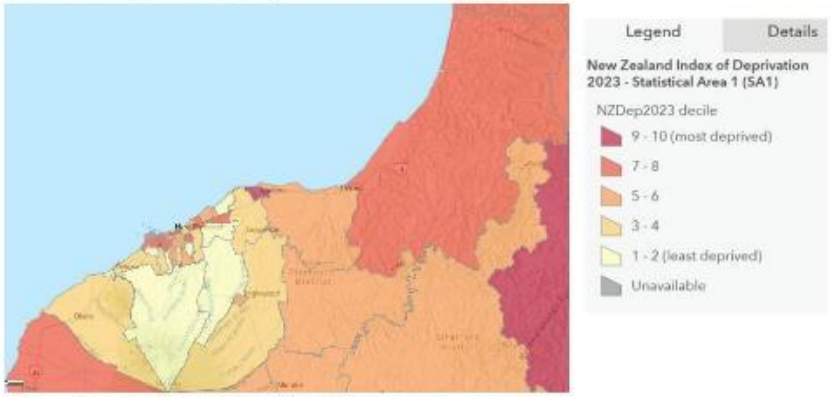


Figure 10-2 New Plymouth District Deprivation

10.4 Stratford District

10.4.1 Population Projection

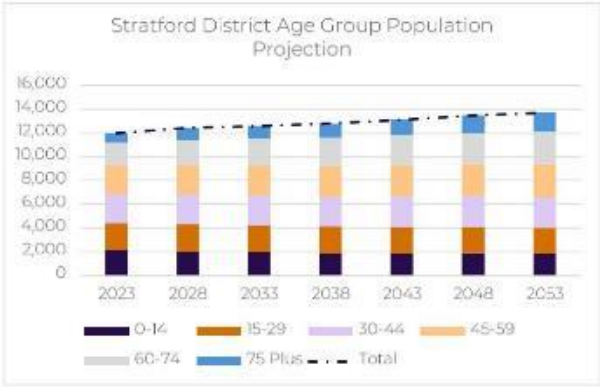
The population of the Stratford District was 12,000 in 2023. It is expected to grow by 14% (over 1,700 people) in the next 30 years to 13,730 in 2053.

Age Group	2023	2028	2033	2038	2043	2048	2053	Change 2023-2053	% Change 2023-2053
0-14	2,150	2,000	1,950	1,850	1,850	1,900	1,850	-300	-14%
15-29	2,260	2,320	2,280	2,250	2,220	2,190	2,140	-120	-5%
30-44	2,410	2,490	2,490	2,490	2,570	2,560	2,540	130	5%
45-59	2,430	2,490	2,550	2,610	2,670	2,740	2,820	390	16%
60-74	1,900	2,120	2,240	2,380	2,490	2,610	2,730	830	44%
75 Plus	850	1,000	1,100	1,200	1,350	1,500	1,650	800	94%
Total	12,000	12,420	12,610	12,780	13,150	13,500	13,730	1,730	14%

Source: Stratford District Council

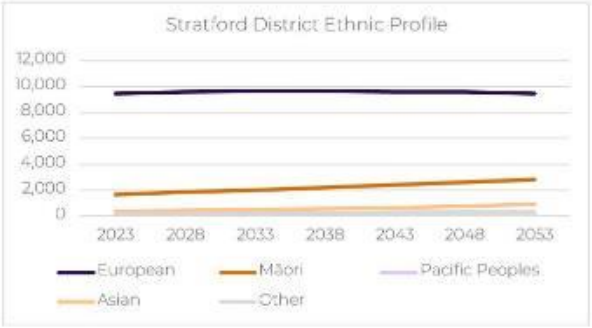
10.4.2 Age Group Population Projection

The majority of growth in the Stratford District is expected to be in the older age groups (60–74 – 44% or 830 people, and 75 plus, 94% or 800 people). It is expected there will be low growth in the middle age groups, while population declines are expected in the younger age groups (14% decline, 300 people in the 0–14 year age group and a 5% decline, 120 people in the 15–29 age group).



10.4.3 Ethnic Profile

In 2023, 80% of the population of the Stratford District identified as European. Over the 30 years from 2023 to 2053, the population of those identifying as European is expected to decline to 69%. Conversely, the population of those identifying as Māori is expected to steadily increase from 1,650 to 2,800 or over 1,000 people. The proportion of people identifying as Māori is expected to increase to a fifth of the population (20%), up from 14% in 2023. The proportion of people identifying as Asian is expected to gradually increase to be 7% of the district's population in 2053. Less than 500 people are expected to identify either as Pasifika or Other by 2053.



10.4.4 Deprivation

Much of the Stratford District is rated 5–6 on the NZ Index of Deprivation Scale. Stratford itself is highly deprived and the remote area to the east of the district is very highly deprived.



Figure 10-3 Stratford District Deprivation

10.5 South Taranaki District

10.5.1 Population Projection

The population of the South Taranaki District was nearly 30,000 in 2025. It is expected to remain much the same and total just over 30,000 in 30 years' time.

	2025	2030	2035	2040	2045	2050	2055	Change 2025-2054	% Change 2025-2054
0–14	6,078	5,761	5,402	5,176	5,065	5,022	4,890	-1,188	-20%
15–29	5,050	5,220	5,160	4,807	4,355	4,005	3,789	-1,261	-25%
30–44	5,588	5,472	5,262	5,252	5,416	5,329	4,990	-598	-11%
45–59	5,589	5,495	5,702	5,999	5,904	5,701	5,700	111	2%
60–74	5,170	5,736	5,860	5,687	5,690	5,952	6,275	1,105	21%
75 Plus	2,326	2,721	3,278	3,862	4,309	4,590	4,697	2,371	102%
Total	29,801	30,405	30,664	30,783	30,739	30,599	30,341	540	2%

10.5.2 Age Group Population Projection

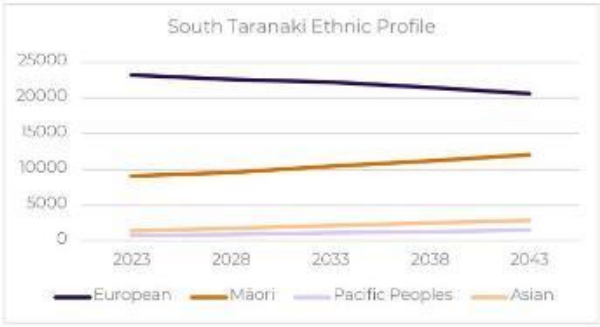
While there is expected to be very little change in the total population, the structure of the South Taranaki population is expected to see significant change. The population of those aged 0–44 years is expected to decline by approximately 3,000 people, while the population aged 60 plus is expected to increase by 123% or 3,476 people. The group aged 45–59 is not expected to see much change in total numbers.



10.5.3 Ethnic Profile[63]

In 2023, 67% (23,000) of the population identified as European and over a quarter (26% or over 9,000 people) as Māori. The proportion of the population identifying as Asian or Pacific People was relatively low (4%, or 1,400 people and 2% or 800 people, respectively).

By 2043, it is expected that the proportion of the population identifying as Māori will have increased to 32% or over 12,000, while the proportion identifying as European is expected to have declined to 56% or 20,500 people. The number identifying as Asian is expected to increase to nearly 3,000 people or 8% of the population. The proportion identifying as Pacific Peoples is expected to remain low at 4% or 1,500 people.



[63] Ethnic totals may add to more than 100% as individuals may identify as more than one ethnicity.

10.5.4 Deprivation

Much of the South Taranaki District is rated as 7–8 or highly deprived on the NZ Index of Deprivation. This highly deprived area includes Ōpunakē, Kaponga, Manaia, Eltham and Hāwera. The remainder of the district is rated 5–6 on the scale of deprivation.

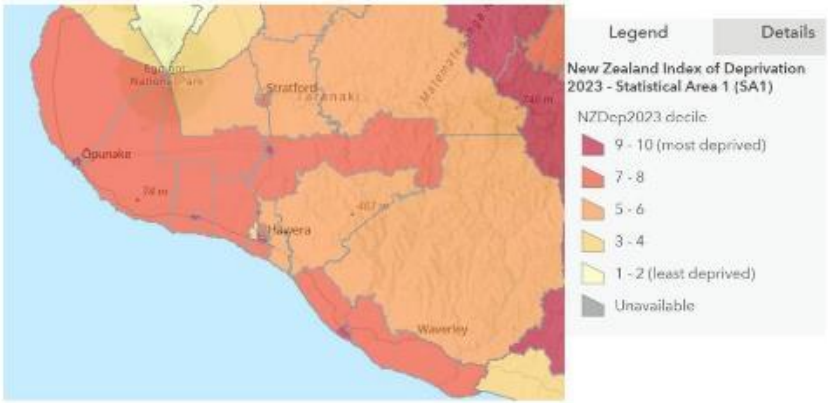


Figure 10-4 South Taranaki District Deprivation

11 Appendix Three – Secondary Data Review

Sport New Zealand Ihi Aotearoa	Relevance
Sport NZ Ihi Aotearoa Sport Field Development Guide	
Sport NZ provides guidance on sports field development. The Sport NZ Sport Field Development Guide was first released in 2014 and updated in 2019. An updated version of this guidance was released in August 2026. The document provides a guide to the steps in the planning processes required when considering options for a sports field. The guide encourages an informed approach to developing sports fields. It also explores several key areas, including: • Partnership approaches to optimise the existing network of fields • Sports field typologies (natural soil-based, sand carpet, hybrid or artificial) • Construction, maintenance and whole of life costs • User fees and best practice guidelines • Levels of provision guide on changing rooms and floodlighting • Content on environmental outcomes • A range of assessment checklists and costing tools The updated guide was released in August 2026, just as this Plan was being finalised. To access this report, please follow the following link: Guidance for Sports Field Development | Sport New Zealand – Ihi Aotearoa	High
Sport NZ Ihi Aotearoa Environmental Sustainability Guidelines for Spaces and Places	
These guidelines apply specifically to the environmentally sustainable inception, design, construction and operation of spaces and places. They have been prepared for Sport NZ by a team of consultants and a project steering group selected from industry stakeholders, including tāngata whenua. They are intended to help organisations identify and adopt sustainability measures that will: • help to improve present operations • support decision-making for future investment. Four key sustainability concepts are conveyed in these guidelines: • Sustainability first – Sustainability is essential for the operational resilience, financial viability and long-term cost effectiveness of spaces and places. • Whole of life – all projects must be considered in terms of their long-term consequences. • Needs Assessment – careful consideration of needs, as opposed to wants, should guide decision-making, with particular focus on the needs of potential future users of spaces and places. • Context – facilities don't operate in isolation, but as parts of larger systems. Finding solutions that not only minimise negative impacts but create win-win outcomes for the wider community requires working with a wide range of stakeholders and expertise.	Medium
Te Tiriti o Waitangi-Informed Approach to Spaces & Places Provision for Physical Activity (2024)	

This Sport NZ guidance document outlines how Te Tiriti o Waitangi principles should be incorporated into the planning, development and operation of sport, recreation and active environment infrastructure. It promotes a shift from traditional facility planning towards approaches that recognise Māori aspirations, strengthen partnerships with tāngata whenua and improve well-being outcomes. The framework is based on the three core Te Tiriti principles: • Partnership (Mana Ōrite): early, meaningful and ongoing engagement with tāngata whenua in planning and decision-making. • Protection (Mana Māori): protection and recognition of te reo Māori, tikanga, mātauranga Māori and other cultural values. • Participation (Mana Taurite): ensuring equitable access to facilities, opportunities and decision-making processes for Māori. Key themes include: • Building genuine partnerships with iwi and hapū from the outset of projects. • Incorporating local cultural narratives and Māori perspectives into facility design and development. • Addressing barriers that limit Māori participation and access. • Recognising that facilities contribute to broader social, cultural, environmental and well-being outcomes, not just sport participation. • Embedding principles of environmental stewardship and sustainability through kaitiakitanga. Relevance to this project: The document reinforces the importance of engaging mana whenua early, applying an equity lens to infrastructure planning, and considering cultural, environmental and well-being outcomes alongside participation demand and facility utilisation.	

Sports Code Strategic Documents	Relevance
A number of codes within the scope of this plan do not have facility strategies and some others are relatively old. Those facility strategies that exist are outlined below to assist in informing the plan, where possible.	
National Golf Facility Strategy – New Zealand Golf (2013)	
• Utilisation of golf facilities in New Zealand is low and in order to improve sustainability, particularly at rural facilities, utilisation must be increased. • There is an oversupply of golf facilities in rural areas, including Taranaki. Many golf facilities over the last century have been established in low population rural areas, ignoring the population migration towards urban centres. If these rural golf facilities do not merge or change, they will not be financially sustainable in the long term. • Designing green assets so that they reflect the target market and the classification of the course as described in the hierarchy of facilities as well as consider shared spaces for non-golf activities such as cycling paths. • Scarcity of water is expected to become an issue in several parts of New Zealand, greatly increasing operational costs of golf courses.	Medium-High
Football National Facilities Strategy (2016–25)	

The strategy highlighted: • Continued participation growth, particularly in junior football. • Increasing pressure on field capacity in major urban centres. • Artificial turf development as a critical response to winter capacity shortages. • The need for football hub developments rather than isolated club-based investment.	Medium-High
New Zealand Rugby League Facility Strategy (2015)	
• Demand for Rugby League is increasingly reflecting a range of trends including proactive coaching and development programmes, population growth (particularly Māori and Pacific Island) and wider ethnic diversity. The Mid-Central Rugby League Zone (including Taranaki) is projected to have an increase in teams from 107 (2012) to 131 (2021). • Taranaki is in the Mid-Central Zone, which has 1 team for every 2,194 'active' people. This is lower than the average level of Rugby League participation, with New Zealand overall having 1 team for every 1,496 'active' people. Taranaki is projected to retain its current surplus of access capacity between 2012 and 2021.	Medium
Bowls New Zealand Facilities Plan 2020–2030 (updated May 2023)	
• "Community facility FIRST, bowling facility SECOND" • Facility improvements focus on – see-through fencing, signage, equipment provision, artificial and covered lawns, ability to sub-lease kitchen, technology integration and use • Community facilities converting to artificial surfaces to save costs and extend the use of the facility (year-round, more events, other uses, etc) The future of bowling clubs is directly related to the provision of good quality off-green facilities that will provide for lawn bowlers, as well as for other sports and community activities / groups. In 2021, Bowls New Zea and entered into a preferred supplier commercial agreement with FieldTurfNZ to instal artificial greens. Good quality artificial surfaces are wet-weather resistant and drain well, allowing play to continue long after a natural green becomes unplayable due to player safety concerns and flooding impacting the ability to play. Players involved in national events were recently surveyed post-event and asked "would you rather play on a good quality artificial surface or a poor quality natural surface". The response was overwhelmingly in favour of the former, confirming that the best quality playing surface, whether natural or artificial, should be selected whenever possible. Bowls New Zealand encourages bowling clubs to create covered playing facilities as a growth opportunity. – New Plymouth (Paritutu Bowls Club)	Medium-High
Taranaki Territorial Authority Documents	Relevance
New Plymouth District	

NPDC Parks and Open Spaces Asset Management Plan 2021–2031	**The key objectives for the Parks and Open Spaces Service are detailed below:** A. To minimise adverse economic and environmental impacts of activities. B. To improve safety by ensuring that parks and facilities are safe to use. C. To improve communication and provide information and education for customers on Levels of Service, costs and issues. D. To provide quality parks and other facilities. E. To meet the development and growth needs of the district and accommodate any extension of the Council's parks and open spaces assets. F. To reduce costs by monitoring and managing cost drivers to ensure facilities and services are affordable, without compromising safety and quality. G. To provide an acceptable level of resilience in emergency situations. **Key issues for the Parks and Open Spaces Service are detailed below:** 1. Poor business processes lead to poor renewal programming, budgeting, and maintenance implementation. 2. As the district grows the impact on parks and open spaces assets increases and the expectation of creating new assets also increases. 3. As the district grows the resources required to meet Levels of Service grow. 4. Existing and growing legal compliance requires additional resources. 5. Climate change has accelerated issues with providing a reliable Level of Service while meeting legislative requirements.	High
NPDC Infrastructure Strategy 2024–2054	**Key Parks and Open Spaces issues** New Plymouth wants to maintain and build on its unique diversity of recreation and open spaces. Our key issues for the future will be: 1. Ensuring that we continue the provision of parks and open space in new growth areas – while developers contribute to the provision of parks and walkways in the area of their development, we need to ensure that the provision is appropriately located, planned and that the public continues to have access to significant waterways and there are safe connections to and from open space areas. 2. Taking care of our existing assets – most of the park and open space assets are in reasonable condition, but there is some deterioration in some park structures such as bridges, stock fencing and similar assets that will require renewal. In addition for some assets, such as playgrounds, we need to ensure that our renewal programmes provide for play spaces that are inclusive and respond to emerging play trends. 3. Parks and open spaces contribute to community resilience – our parks play an important role in community resilience in times of stress such as natural disasters or pandemics. Parks and open spaces will be vulnerable with the predicted effects of climate change. While some parks and open spaces are located in vulnerable coastal environments, they are important for recreational use and access and will need appropriate adaptation responses. Climate change may also cause increases in plant pests and diseases. Extending our network of walking tracks – we have an extensive network of walking tracks and there is a desire to continue to improve these through extensions, additional connections and improved accessibility. A key area of focus is our connections between townships and providing safe commuter and recreational access with environmental/restoration outcomes so that we achieve biodiverse recreational corridors. 5. Meeting the changing needs of our community – as some of our major facilities require renewal (e.g. Brooklands Zoo and Bellringer Pavilion) there is an opportunity to reconsider the focus of the facility in the context of the changing needs of the community. Our planning	High

	and management will also need to take into consideration reconnections for our iwi and hapū partners with key parks and open spaces where cultural values and relationships are important. 6. The role of parks and open spaces in improving environmental outcomes – appropriate planting programmes and pest management.	
Stratford District		
Stratford Economic Development Strategy[64]	The Stratford Economic Development Strategy identifies the importance of creating a liveable district that attracts and retains residents, supports youth and families, encourages visitor activity, and provides infrastructure that enables economic and community development. Investment in the district's sport and recreation network contributes directly to these outcomes by improving quality of life, supporting community well-being, strengthening Stratford's attractiveness to residents, and enabling the attraction of regional sporting events and visitors.	High
Stratford DC King Edward Park Reserve Management Plan – 2024	Planned upgrades to Page St field lighting Planned replacement of turf on Field 1	High
Stratford DC Parks, Reserves and Cemeteries Asset Management Plan 2024-2034	**Page Street Sportsground – Project Budget of $106,537** The sports field is ageing and requires costly ongoing maintenance, while no longer meeting the standard required for high-level games. Investment would create a durable, all-season field suitable for a range of sports users and reduce long-term maintenance costs, whereas failure to invest would increase safety risks and reduce the field's usability for sport and recreation.	High
Stratford DC – Downer Sports Field Maintenance Report – March 2025	The Stratford District Council parks were presented in a good condition for the end of the summer season, there is dry patch throughout the turf surfaces and there are signs of pest activity throughout, with increased renovation inputs, scheduling, planning and usage controls the contractor will provide surfaces that are consistent with Stratford District Council and the stakeholder's expectations. **Key Recommendations:** • Increase the physical de-compaction/aeration works undertaken with various options available including Coring, Verti-Draining, slicing and spiking and de-thatching which are all cost-effective turf practices that will benefit the fields' overall performance • Regular under-sowing of ryegrass seed is essential to maintain desired turf density.	Medium-High

[64] https://www.stratford.govt.nz/our-services/economic-development/stratford-2035

	• Timely weed spraying for broadleaf weeds will assist in managing a desirable turf species composition as well as making mowing more effective and cost efficient. • A regular mowing regime for the winter season is required. Regular mowing helps produce a good quality turf sward and enhances density. • Seasonal topdressing of bare, worn, and depressed areas of turf is critical along with over-sowing and fertiliser applications. This is predominantly a spring requirement with a smaller but still essential requirement in the Autumn. (Goal mouths, halfway lines, touch judges' lines, isolated rutted areas etc.) **Page Street:** Have the club rotate their main training area around – overuse issues are showing nearest carpark. Line markings are too deep and a hazard. **Swansea Park and Victoria Park – Need** weed control, **Croquet:** Surface OK – signs of pest activity need addressing	
South Taranaki District		
South Taranaki DC Long Term Plan 2024–2034	TSB Hub • Carpet renewa s $42,000 2026/27 and $47,000 2031/32 • High jump turf replacement $65,000 2024/25 • Machinery replacement (tractor, mower etc) $120,000 over 10 years We recognise the changes in recreation needs as our population ages, the decline in participation of structured sports and increasing demand for informal recreation facilities, particularly pathways for walking and cycling.	High

12 Appendix Four – Additional Participation Information

Table 12-1 shows the total number of students at Taranaki Secondary Schools who participated in various sports codes from 2015–2025.

Table 12-1 Secondary Schools Participation 2015–2025[95]

Field	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Change 2015–2025	% Change 2015–2025
Cricket	598	569	507	370	517	511	500	465	374	262	363	-235	-39%
Football	732	751	723	674	681	601	555	616	550	571	665	-67	-9%
Rugby	962	964	1100	869	872	738	904	907	802	856	797	-165	-17%
Rugby League	169	185	145	200	277	96	136	235	208	263	191	22	13%
Touch	463	464	361	442	521	499	521	381	532	496	627	164	35%
Lawn	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**2023**	**2024**	**2025**	**Change 2015–2025**	**% Change 2015–2025**
Bowls	64	100	93	45	71	80	21	9	98	60	51	-13	-20%
Croquet	48	24	66	34	32	0	74	28	52	43	62	14	29%
Golf	145	110	134	141	95	133	144	176	147	150	294	149	103%
Other	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**2023**	**2024**	**2025**	**Change 2015–2025**	**% Change 2015–2025**
Athletics	312	255	309	350	257	184	308	219	313	335	427	115	37%
Ki-o-rahi				40	158	311	91	155	251	169	143	103	258%

[95] Source: School Sports NZ

12.1.1 Football

There are currently 283 football teams across 15 clubs in the Taranaki region: a total of 233 junior teams (82%) and 50 senior teams (18%). The New Plymouth district has more than twice as many teams per club (24) compared to both the Stratford and South Taranaki districts (11 and 9 teams/club, respectively).

Participation in football is on the rise, with more than 180,000 players registered nationally across football and futsal in 2025.

Girls and women's participation has significantly increased following the FIFA Women's World Cup 2023, with 27% growth since 2022 for players in New Zealand Football programmes, supported by legacy initiatives from the tournament to create more opportunities to experience the game.

There has also been a significant growth in participation from under-represented ethnicities, with Māori, Pasifika, and Asian players up 14% from 2023.[66]

Table 12-2 Field Sports Participation 2026

	Rugby		Football		League		Cricket	
New Plymouth								
	Jnr[67]	Snr	Jnr	Snr	Jnr	Snr	Jnr	Snr
Teams 2026	54	22	190	41	16	2	39	25
No. Clubs	7		10		5		12	
Teams/Club	11		24		4		5	
South Taranaki								
Teams 2026	38	19	28	7	15	2	3	10
No. Clubs	5		4		4		3	
Teams/Club	11		9		4		4	
Stratford								
Teams 2026	18	5	9	2	5	0	4	6
No. Clubs	2		1		1		2	
Teams/Club	12		11		5		5	
TOTAL Teams	110	46	233	50	36	4	46	41

12.1.2 Rugby

Rugby continues to have a strong presence across the Taranaki region, with 156 teams competing in 2026. This includes 110 junior teams (71%) and 46 senior teams (29%), demonstrating the sport's strong junior participation base. The distribution of teams is relatively even across the region, with clubs in New Plymouth and South Taranaki averaging 11 teams each, while Stratford clubs average 12 teams.

Participation in rugby within Taranaki has remained resilient despite national trends. In 2025, the region recorded 5,679 registered players, representing a 4% increase from 2024. This contrasts with the national picture, where registrations declined by almost 10%, falling from 170,571 participants in 2024 to 153,952 in 2025. The most significant national decline occurred in the 5-12-year age group.

Female participation continues to be a strength for rugby in Taranaki. Women and girls make up 27% of all registered players in the region, exceeding the national average of 22%. Female participation across New Zealand reached 34,106 registrations in 2025, the second-highest total on record.[68]

[66] New Zealand Football media release, January 2026

[67] Junior teams are those registered in age-based competitions under 18 years

[68] New Zealand Rugby Annual Report 2025

12.1.3 Rugby League

There are currently 40 rugby league teams (36 junior teams and 4 senior teams) across 10 clubs in the Taranaki region. The number of teams/club is very similar across all three districts. It is estimated that approximately 1,000 people participate in Rugby League in the Taranaki region.

Rugby League in New Zealand has experienced recent growth, with New Zealand Rugby League reporting a 24% increase between 2024 and 2025.[69]

12.1.4 Cricket

Cricket has 87 teams currently competing across 17 clubs. This includes 46 junior teams and 41 senior teams. The majority of clubs (71%) are located within the New Plymouth district, although the average number of teams per club is relatively consistent across New Plymouth, Stratford, and South Taranaki.

Cricket has seen significant declines over the longer term, with approximately 95 senior teams in the early 1990s. There has been a 39% decrease in participation in cricket at secondary school level in the last ten years. The number of high schools fielding cricket teams has reduced to six secondary schools[70]. Taranaki Cricket reports the junior (primary school) numbers are "holding" year on year, rather than growing strongly.

A growth area within cricket is the free-to-play Smash Play programme, which has helped attract new participants and lower barriers to entry.[71] There is a small base of women and girls' participation, with any growth being driven by small-sided, festival-based formats.

Nationally, cricket participation reached approximately 256,000 participants in 2025[72], representing a 6% increase on the previous year. Much of this growth occurred within the 16-34-year age group. Female participation also continues to strengthen, with women and girls making up 49% of all participants in 2024. Adult female participation increased by 26% between the 2024 and 2025 seasons, highlighting the continued success of initiatives aimed at growing the women's game.

[69] NZRL media release June 2025

[70] Restoring cricket at Te Pae Pae is an important TCA strategic objective in this, and in coming seasons.

12.1.5 Bowls

There are 21 affiliated bowling clubs in the region. There were 1,534 club members and approximately 8,258 casual visits recorded across clubs in 2025. The sport is well aligned with the region's ageing population and has significant potential to support active ageing, social connection, and community well-being.

Like many sports, bowls is experiencing a shift away from the traditional membership model. There is increasing demand for social, casual, and alternative participation formats, reinforcing the role of clubs as community hubs rather than solely sporting venues. This trend is reflected nationally, with Bowls New Zealand reporting 148% growth in casual participation and a 338% increase in youth participation compared to a 30% increase in member participation in the 14 years from 2010. The introduction of expanded membership categories, including limited player and twilight memberships, better captures casual and flexible participation.

Table 12-3 National Participation in Bowls 2010–2024

	2010	2024	Change	% Change
Members	33,326	43,240	9,914	30%
Casuals	51,114	126,889	75,775	148%
Youth	3,828	16,782	12,954	338%

Key issues that were highlighted during consultation were the future sustainability of facilities and an ageing volunteer workforce. Five clubs identified significant roofing issues that will require significant financial resources, and almost all clubs reported some level of concern over the dwindling pool of ageing volunteers to operate and maintain club facilities.

While the Bowls NZ Strategic Plan directs clubs towards artificial surfaces to extend playing seasons, reduce maintenance costs and widen community use, the use of artificial surfaces still remains a tension point in the Bowls community. Each surface offers distinct advantages and disadvantages in relation to maintenance, cost, playing quality, and long-

[71] Taranaki Cricket Annual Report 2024-2025

[72] New Zealand Cricket Annual Report 2025

term sustainability. Taranaki has three artificial greens[73], and Fitzroy Bowling Club is progressing plans to install an artificial playing surface.

The importance of clubs as multi-purpose community facilities is reinforced in the Bowls New Zealand Strategic Plan, which states that clubs should be viewed as "community facility first, bowls second." This principle provides a useful framework for future investment decisions, encouraging facilities that support broader community use alongside the sport of bowls.

Should bowling clubs pursue the development of artificial greens, as a way to reduce the maintenance burden on volunteers, then shared arrangements should be explored with other bowling clubs and other sporting codes.

Table 12-4 Lawn Sports Participation 2026

Bowls			
	Full Membership	Casual visits	#clubs/greens
New Plymouth	1,205	7,778	13 clubs/24 greens
South Taranaki	259	338	8 clubs/10 greens
Stratford	70	142	1 club/2 greens
TOTAL Bowls	1,534	8,258	**22 clubs/36 greens**
Croquet			
New Plymouth	237	563	5 clubs / 12 lawns
South Taranaki	51	0	3 clubs / 9 lawns
Stratford	32	0	1 club / 2 lawns
TOTAL Croquet	320	563	**9 clubs / 23 lawns**
Golf			
Membership	Senior	Junior	Number of Clubs
New Plymouth	2918	387	8
South Taranaki	1057	242	8
Stratford	302	38	2
TOTAL Golf	4257	667	18

[73] Paritutu Bowling Club (indoor), Bowls Waitara and Ingewood Bowling Club

12.1.6 Croquet

- There are 9 croquet clubs, with 23 lawns, across the Taranaki region. There are three clubs in South Taranaki, one in Stratford, and the rest are in the New Plymouth district. There is a total membership of 320 people, of which nearly ¾ are in the New Plymouth district.
- Golf croquet is a fast-growing, simpler version of croquet, which is more interactive (each turn is just a single stroke) but requires a similar level of accuracy and tactical awareness. At least three clubs are currently offering this form of croquet.
- All clubs have access to toilets and clubrooms, but accessibility restrictions vary across clubs, including a lack of ramps to clubrooms, and only 1 club identified a gender-neutral bathroom.
- Concerns raised in the survey from croquet clubs were access to funding, volunteers for coaches and committee and membership recruitment.

12.1.7 Golf

There are 18 golf clubs in the Taranaki region, 2 in Stratford district and 8 in each of the New Plymouth district and the South Taranaki district. Reported membership was over 4,200 senior members and over 660 junior members[74].

The response rate to the club survey was relatively low, limiting the ability to draw region-wide conclusions about facility condition. However, feedback from Taranaki Golf and survey responses received highlighted that several clubs require significant repairs and upgrades to clubrooms, while access to funding was consistently identified as a major concern.

Playing surfaces are generally in good condition, with most clubs reporting their greens and fairways are well-maintained and no widespread issues requiring major intervention.

Taranaki Golf is actively pursuing the development of a driving range. There is no permanent driving range facility in the region. A range would allow easier skill development and coaching opportunities, while becoming another revenue stream for Taranaki Golf.

Compared with similar regions, Taranaki has a relatively high provision of golf courses. The region has approximately one golf course per 6,923 residents, compared with one per 9,726 residents in Hawke's Bay, and almost twice the number of courses per capita as the national average. This high level of provision is matched by strong participation, with approximately 4.2% of the Taranaki population belonging to a golf club, compared with around 3% nationally. However, because participation is spread across a relatively large number of clubs, the average club membership is lower than the New Zealand average.

12.1.8 Athletics

There are approximately 800 members of 6 registered athletics clubs across Taranaki[75]. There are also a number of tamariki and rangatahi who participate in athletics as part of their school sports participation.

The regional home for athletics is the TET Stadium, Inglewood, which features a synthetic track that can be used as a ticketed venue. The venue has had recent upgrades to enhance its accessibility (paths completed and change rooms in planning). It is a well-used venue by para-athletes. The track needs to be resurfaced and is seen as a priority by the venue owner.

The sub-regional venue used for Athletics in South Taranaki is the TSB Hub in Hāwera, which has a grass track, but synthetic jumping areas, along with throw cages. All other clubs train on grass.

12.1.9 Archery

There are two known archery clubs in Taranaki: Greenwood Archers (40 members) and Egmont Archery Club (membership unknown).

Greenwood Archers operates from the following areas:

- An outdoor target range at Ngāmotu Domain
- A field range on adjacent private land (owned by petrol station)
- An indoor range located at the Western Suburbs Rugby League Clubrooms Hall

The club can accommodate up to an 18-metre range indoors and a full-sized FITA international outdoor range[76]. There is an Archery clubhouse next to the outdoor range, but this has no power or water services, which the club is interested in improving.

Egmont Archery Club operates from a forest-based range near Inglewood.

12.1.10 Disc Golf

There are three known disc golf courses operating in Taranaki. These are located as follows:

- Inglewood Golf Club
- Audrey Gale Reserve
- Ōakura School

The sport has increased in popularity in recent years. The game can be played at any stage of the year. Given the relatively low establishment and maintenance costs and Disc Golf's ability to work alongside existing field users, there is an opportunity for more courses to be established elsewhere in the region.

[74] Membership data supplied by Taranaki Golf (2025 numbers)

[75] Affiliated clubs currently running include Athletics Hāwera, Egmont Athletics, Inglewood Athletics Club, Normanby Athletics, Stratford Athletics and Woodleigh Athletics. The Kaitake Hub offers athletics programmes for tamariki but is not a registered athletics club.

[76] FITA is the International Field Archery Association – Info supplied by sporting code.

12.1.11 Marching

There are 3 clubs known to be operating in Taranaki. These are:

- Te Arakamu Marching Club
- Viltonettes
- Misfits

Venues used include Eltham Primary School, Swansea Park, Stratford, Puketapu School, Bell Block and Inglewood netball courts. TSB Stadium hosted the North Island Championships in 2020.

There are no known issues with access to spaces for Marching.

12.1.12 Ultimate Frisbee

Ultimate Frisbee is a game requiring a rectangular field 64 metres long by 37 metres wide. Ultimate Frisbee is played at Vogeltown Park, throughout the year. The lights are used to accommodate winter play. The sport also hosts a beach tournament each year at Ōākura beach, attracting approximately 100 people.

12.1.13 Ki-o-rahi

Ki-o-rahi is a Taonga Tākaro (traditional Māori game) that is played on a circular field with concentric circles. The size of the field can vary depending on the number of participants. TSB Hub[77] hosted Secondary school tournaments in 2025. Ki-o-rahi is very popular among tamariki and rangatahi, with many schools playing the game as part of the health and physical education curriculum.

Ngā Waihotanga Sports & Cultural Club, based in South Taranaki, actively promotes and teaches the game and generally uses school grounds (often Manaia Primary School). Ngāmotu Domain has hosted training and tournaments.

There don't appear to be any permanent Ki-o-rahi courts in Taranaki. Figure 12-1 illustrates a recent permanent court developed in Te Whanganui-a-Tara.

Figure 12-1 Ki-o-rahi Court (source: Tuu Maotua Ora)



12.1.14 Softball

There are no formal softball competitions in Taranaki. There have been some discussions at a Māori sports organisation's workshop during the development of this Plan about interest in re-igniting a softball competition in New Plymouth.

There is a skin diamond for softball located at Hickford Park, Bell Block. However, this is not used for any formal softball and is in poor condition. The diamond is potentially on Mangati E land which is undergoing discussions with Puketapu Hapū on the land's future.

There are some softball participants based in the STDC area who play in a Whanganui-based competition. They have used Hicks Park in Hāwera but would like something more permanent. Some initial discussions have occurred between softball enthusiasts and STDC about developing a softball pitch somewhere in the Hāwera area.

[77] Secondary schools tournaments have used a field that has a diameter of 46m

13 Appendix Five – Sites of Cultural Significance Mapping[78]

Figure 13-1 Sites of Cultural Significance – Waitara



[78] Data sourced via district councils

Figure 13-2 Sites of Cultural Significance Fitzroy



Figure 13-3 Sites of Cultural Significance Ōakura



Figure 13-4 Sites of Cultural Significance Ōkato



Figure 13-5 Sites of Cultural Significance Urenui



14 Appendix Six – Localised Mapping[79]

14.1.1 New Plymouth

Figure 14-1 Localised Provision – Bell Block Area



[79] Venues are classified by the type of organisation you would most likely approach for access (the council, the school or the club).

Figure 14-2 Localised Provision Waitara



Figure 14-3 Localised Provision Inglewood



Figure 14-4 Localised Provision New Plymouth West

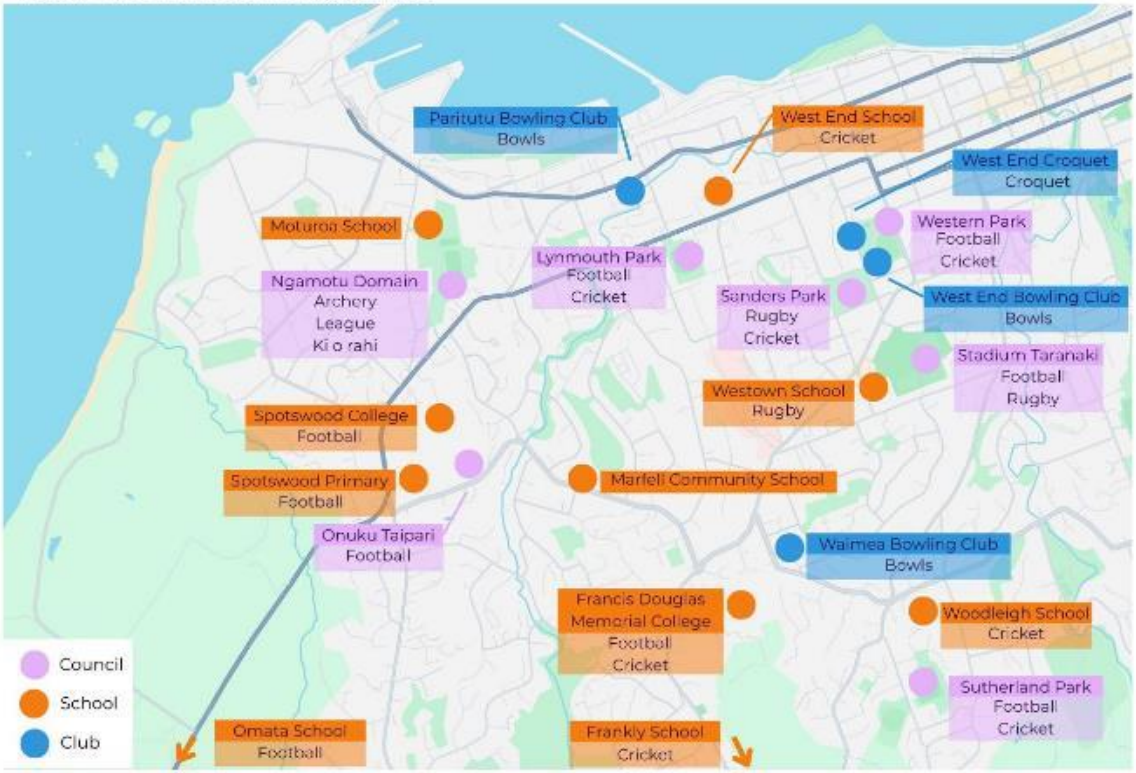
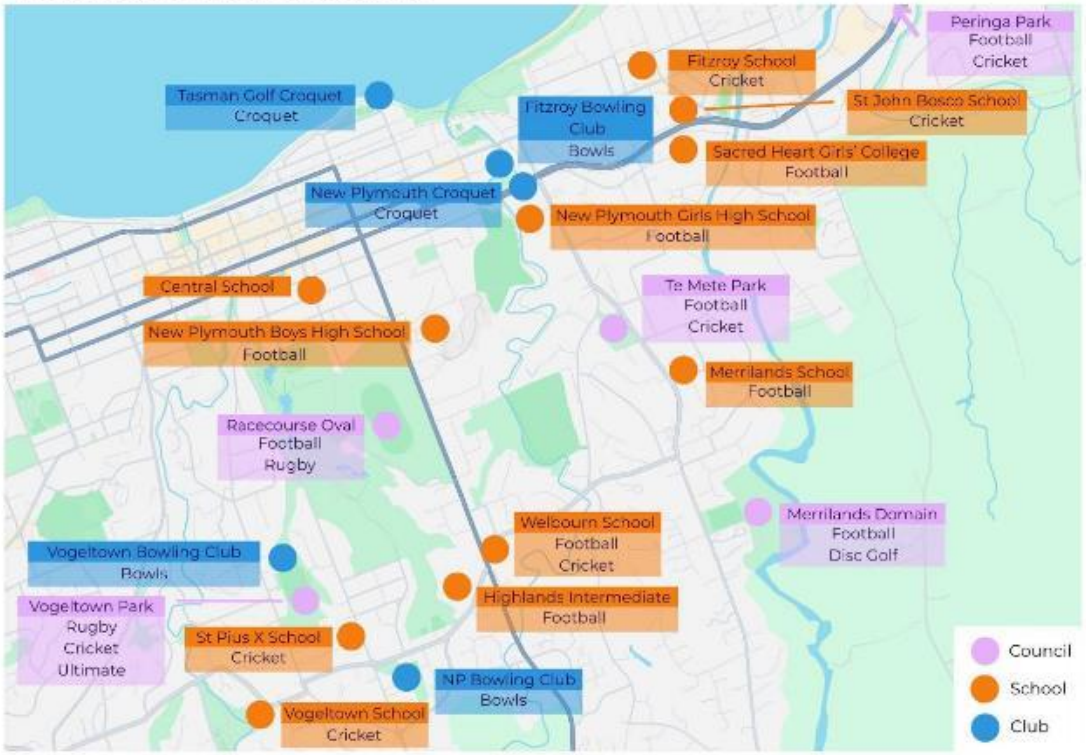
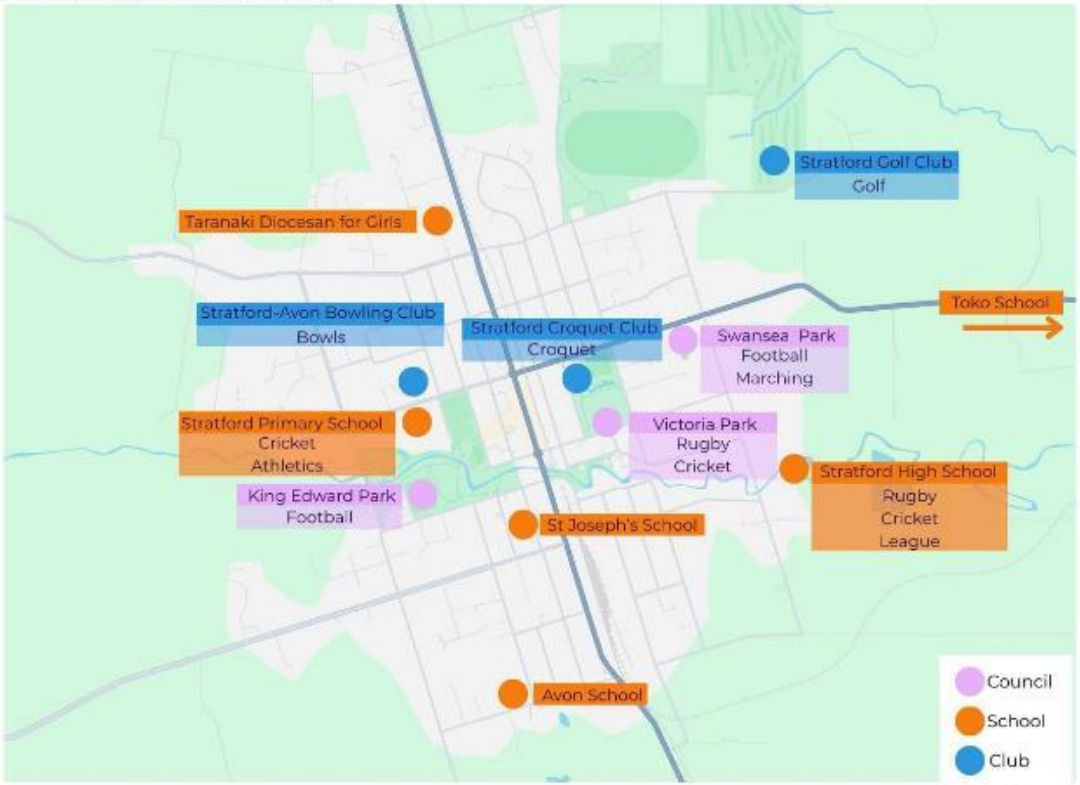


Figure 14-5 Localised Provision New Plymouth East



14.1.2 Stratford

Figure 14-6 Localised Provision – Stratford



14.1.3 South Taranaki

Figure 14-7 Localised Provision Pātea



Figure 14-8 Localised Provision – Waverley

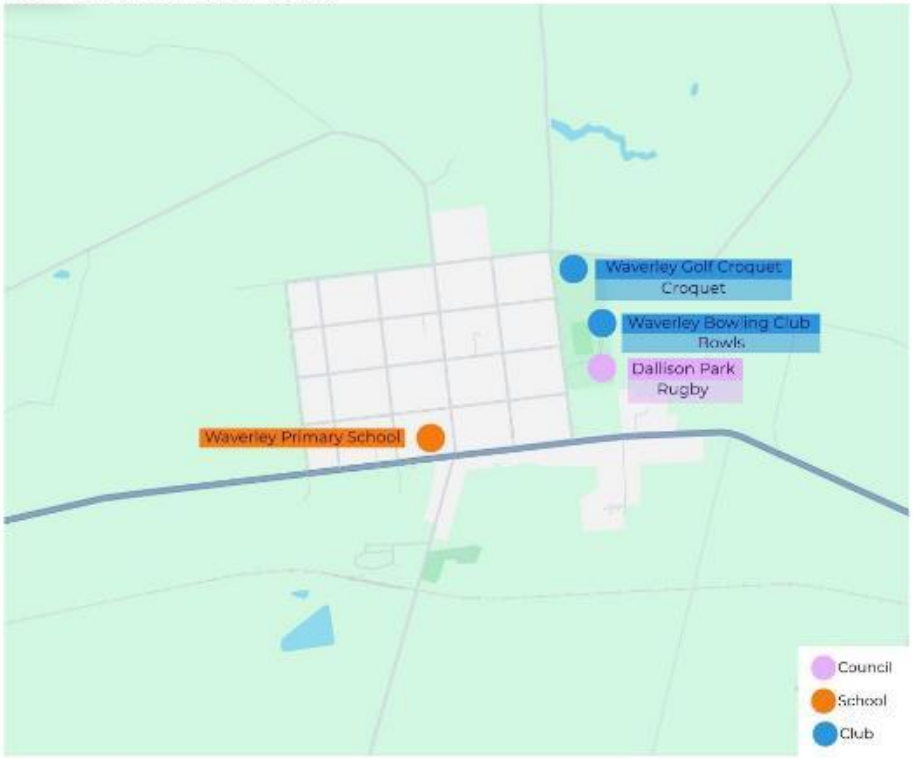


Figure 14-9 Localised Provision Hāwera




RSL
RECREATION | SPORT | LEISURE | CONSULTANCY
"We need to be friends during the week and tribal in the weekend"
– Sporting Codes Workshop Participant

Appendix 2 Early Conversation Report Parks #3: Sportsgrounds

Executive Summary

This report has been updated following feedback from the initial early conversation presented to Council at the 26 May workshop. This carries on the early conversation for the 2027-2037 Long-Term Plan in relation to all sportsgrounds within Stratford.

Over the past 11 years, Council has undertaken minimal capital investment (approximately $17,000 per year) and high maintenance investment ($130,000 to $160,000 per year) to maintain and improve the sportsgrounds. Council is now facing several asset management and operational challenges, including deteriorating playing surfaces across all four sportsgrounds and ongoing anti-social behaviour.

To address the issues and support future service delivery, seven projects have been identified across the sportsgrounds. These projects focus on improving durability and overall presentation for Stratford's local sporting teams.

Four options are proposed for consideration with Option 4 providing the strongest long-term asset management outcome for the sportsgrounds through expanded renewals and facility improvements that enhance usability and levels of service for sports clubs and the wider community.

	Option	Description	Estimated Capital Cost ($)				
			Year 1	Year 2	Year 3	Year 4 – 10	Total
1	Option 1	Do Nothing	$0	$0	$0	$0	**$0**
2	Option 2	Asset Renewal Projects Only	$133,500	$66,500	$0	$125,000	**$325,000**
3	Option 3	Improvement Projects Only	$45,000	$300,000	$0	$0	**$345,000**
4	Option 4	All Asset Renewal and Improvement Projects	$178,500	$366,500	$0	$125,000	**$670,000**

Updates

Discussions at the workshop on 26 May 2026 identified the following changes to the options Elected Members wished to see for this early conversation. Version Two of this early conversation (this report) includes the following changes:

Option	Version 1 (26 May 2026)	Version 2 (4 August 2026)
1	**Do Nothing**	**Do Nothing**
2	**Asset Renewal Projects Only** Page Street • Replacing the existing surface with a new multi-purpose turf ($1,400,000)) • Painting of the toilet facilities Portia Street • Full replacement of the current Netball Court surface (6x courts) Swansea Road • Replacing the existing surface with a new all-weather turf (500,000) Victoria Park • Painting of the Grandstand	**Asset Renewal Projects Only** Page Street • Cultivation, levelling and re-seeding the grounds (up to 6 months to complete) • Painting of the toilet facilities Portia Street • Full replacement of the current Netball Court surface (6x courts) Swansea Road • Cultivation, levelling and re-seeding the grounds (up to 6 months to complete) Victoria Park • Painting of the Grandstand

Option	Version 1 (26 May 2026)	Version 2 (4 August 2026)
3	**Improvement Projects Only** Swansea Road • Installing security cameras • Installation of 2.4 m to 3.6 m high fence on western side Victoria Park • Continued drainage development • Installing lighting and handrails on the Grandstand • Installing a courtesy crossing on Orlando Street as requested by Sport Taranaki	**Improvement Projects Only** Portia Street • New net fencing in-between courts 1-2, 2-3, and 3-4 Swansea Road • Cultivation, levelling and re-seeding the grounds (up to 6 months to complete) Victoria Park • Continued drainage development
4	**All Asset Renewal and Improvement Projects** Page Street • Replacing the existing surface with a new multi-purpose turf ($1,400,000) • Painting of the toilet facilities. Portia Street • Full replacement of the current Netball Court surface (6x courts) Swansea Road • Replacing the existing surface with a new all-weather turf ($500,000) • Installing security cameras • 2.4 m to 3.6 m high fence on western side Victoria Park • Painting of the Grandstand • Continued drainage development • Installing lighting and handrails on the Grandstand • Installing a courtesy crossing on Orlando Street	**All Asset Renewal and Improvement Projects** Page Street • Cultivation, levelling and re-seeding the grounds (up to 6 months to complete) • Painting of the toilet facilities. Portia Street • Full replacement of the current Netball Court surface (6x courts) • New net fencing in-between courts 1-2, 2-3, and 3-4 Swansea Road • Cultivation, levelling and re-seeding the grounds (up to 6 months to complete) Victoria Park • Painting of the Grandstand • Continued drainage development

1. Introduction

The purpose of these early discussions, ahead of the 2027-2037 Long-Term Plan (LTP), is to seek direction from Elected Members regarding proposed capital projects for Stratford's sportsgrounds in the upcoming planning period.

Stratford has four sportsgrounds in its reserves:

- Page Street (King Edward Park) – used by Stratford – Eltham Rugby and Sports Club (SERSC) for training and lower-level games, Stratford Primary School for interschool competitions, and casual users.
- Portia Street (King Edward Park) – used by Netball Taranaki for Stratford based league games, Stratford Tennis Club (STC) for regional interclub competitions, and casual users.
- Swansea Road – used by the Stratford Association Football Club (SAFC) for senior men's and woman's competitions.
- Victoria Park – predominantly used by the Stratford Cricket Club (SCC) and SERSC as Stratford's premier sportsground for premier grade level games.

Each of these spaces plays a distinct role in supporting different sports and community activities, from organised matches to casual play. Together, they provide essential infrastructure for sporting clubs of all ages and help foster a sense of identity and connection within the Stratford community, laying the foundation for the vibrant sporting traditions that continue today.

2. Historical Costs

The delivery of the following capital projects, which have occurred over the last 11 years, are detailed in ***Table 1***.

Table 1: Projects completed in the last 11 years

Year	Asset Improvement/ Renewal	Location	Project	Cost
2015	Renewal	Portia Street	Netball Court Resurfacing (3 x courts)	$28,990
2017	Renewal	Portia Street	Netball Court Resurfacing (3 x courts)	$49,980
2018	Renewal	Victoria Park	Renovation of cricket wicket	No cost to council
2023	Improvement	Victoria Park	Drainage upgrade (Ground 1)	$106,394
2026	Renewal	Victoria Park	Grandstand Painting	$3,230
			Total	**$188,594**

Over the past 11 years, Council has undertaken minimal capital investment (approximately $17,000 per year). This has resulted in high maintenance costs for the four sportsgrounds.

The annual maintenance cost for the district's sportsgrounds is detailed in ***Figure 1***. As Stratford's premier sportsground, Victoria Park has received the bulk of maintenance funding, as shown in ***Figure 2***.

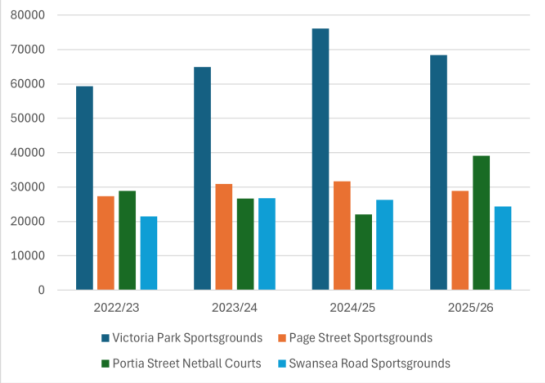


Figure 1: Annual Maintenance Costs for each Sportsground (2022 to 2026 YTD)

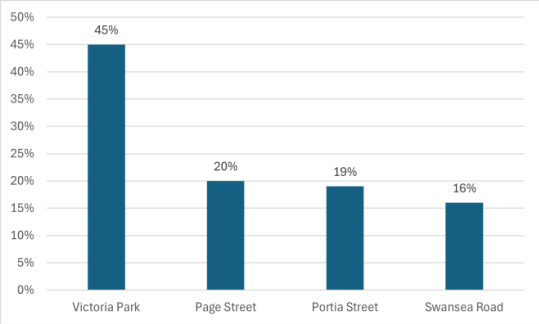


Figure 2: Maintenance Costs Split between Sportsgrounds

3. Current Issues

On-going issues within Stratford sportsgrounds are listed in ***Table 2*** and include:

Page Street: Appendix 2

- Limited recovery time for the field between uses
- Painting of toilet facilities

Portia Street: Appendix 3

- Cracked and uneven surface creating an unsafe playing surface
- Lack of fencing between courts 1-2, 2-3 and 3-4

Swansea Road: Appendix 4

- Limited recovery time for the field between uses

Victoria Park: Appendix 1

- Ground becomes damaged and unsafe due to insufficient/inadequate drainage
- Grandstand painting

Table 2: Current Issues for the District's Sportsgrounds

	Current Issues	Current Status
	Page Street	
1	Condition of Grounds	Page Street is currently used for training by SERFC, and school competitions to relieve pressure on Victoria Park. However, the level of winter utilisation is resulting in deterioration of the playing surface, particularly during periods of wet weather and limited turf recovery. High usage leads to reduced grass cover, surface rutting, poor drainage performance, and an overall decline in field quality and resilience.
2	Condition of Toilet Facilities	Re-painting cycle is recommended every seven years. Painting of the facilities was last undertaken in the 2024/25 financial year.
	Portia Street	
3	Condition of Netball courts	Following a Condition Assessment Inspection in early 2026, it was identified that the hard-court surfaces at the Netball Courts have reached end-of-life. Cracking is evident and now presents a safety risk to users.
4	Lack of fencing between Courts 1 and 4	There is an average drop of 0.7 m between the surface levels of Courts 1-2, 2-3, and 3-4 with only nib kerbs to stop court users from falling.
	Swansea Road	
5	Condition of Grounds	Swansea Road is used by SAFC for training and games throughout the winter. The goals and centre mark of the football pitch receive the most wear and tear and are almost unplayable by the end of the season.
	Victoria Park	
6	Drainage works	Drainage work has been completed on Ground 1 at the sportsground, which has highlighted the need for a drainage upgrade on Ground 2 due to surface flooding. A detailed investigation and design for Ground 2 drainage improvements with designs completed in the 2024/25 financial year. This has highlighted a significant investment is required to fully solve drainage issues.
7	Re-paint of Grandstand	Re-painting cycle of concrete and timber materials recommended every seven years, while the colour steel cladding generally has a warranty of 15 to 18 years. The painting of concrete and timber materials was last completed in the 2025/26 financial year. The colour steel wall and roof cladding has not been painted since installation in 1998.

4. Risk Exposure for Earthquakes

Council's exposure to earthquake-prone building risk in relation to the sportsgrounds is considered low, as the only Council-owned building (Grandstand) identified in this report is not recorded on the National Earthquake-Prone Building Register at the time of writing.

However, inclusion on the register is subject to ongoing assessment under the Building Act 2004.

5. Future Proofing

In addressing the issues identified in ***Table 2***, there is an opportunity to future-proof the delivery of this service. Future-proofing will deliver wider benefits to the community while achieving the community outcomes identified in the LTP. The wider benefits include, but are not limited to:

- **Future requirements:** A facility that better meets the future needs of the community
- **Regional benefits:** A facility that better caters for the needs of the Stratford District and its environs
- **Higher level of service:** A facility that delivers a better and wider range of service to the community
- **Growth:** A Facility that ensures community growth and development are catered for.

6. Proposed 2027/2037 Projects for Sportsgrounds

Four options have been considered to address the current issues with Stratford District's sportsgrounds. The following provides a potential breakdown of the projects categorised into renewal or improvement in ***Table 3***.

Option 1: Do Nothing

Ongoing reactive maintenance only which will result in deterioration of the asset.

As this option retains the status quo, there are no capital projects proposed. The maintenance costs will continue to increase and will not solve any of the issues in ***Table 2***. As such, this option is not recommended.

Option 2: Asset Renewal Projects Only

- Page Street
  - Cultivating, levelling and re-seeding
  - Painting of the toilet facilities
- Portia Street
  - Full replacement of the current Netball Court surface (6 x courts)
- Swansea Road
  - Cultivating, levelling and re-seeding
- Victoria Park
  - Painting of the Grandstand

Maintenance costs are expected to decrease as this option involves renewing surfaces which need to be constantly repaired.

Option 3: Improvement Projects Only

- Portia Street
  - Installation of net fencing between courts 1-2, 2-3 and 3-4
- Victoria Park
  - Continued drainage development

Maintenance costs will continue to rise under this option.

Option 4: All Asset Renewal and Improvement Projects

- Page Street
  - Cultivating, levelling and re-seeding
  - Painting of the toilet facilities
- Portia Street
  - Full replacement of the current Netball Court surface (6 x courts)
  - Installation of net fencing between courts 1-2, 2-3 and 3-4
- Swansea Road
  - Cultivating, levelling and re-seeding
- Victoria Park
  - Painting of the Grandstand
  - Continued drainage development

Maintenance costs are expected to decrease as this option involves renewing surfaces which need to be constantly repaired. There will, however, be a slight increase in maintaining the fencing at the Netball Courts.

Table 3: Proposed Projects to address issues in Table 2

	Projects	Project Description	Issues Addressed	Year	Asset Renewal / Improvement	Capital Cost
1	**Page Street**					
a	Cultivating, levelling, and re-seeding	Upgrade Ground 1 and 2	1	5	Renewal	$55,000
b	Painting of toilet facilities	Regular painting of toilet facilities to maintain existing level of service	2	6	Renewal	$5,000
2	**Portia Street**					
a	Replace hard court surfaces	Remove and replace the current court surfaces at Portia Street Netball Courts	3	1, 2	Renewal	$200,000
b	Fencing	Installing net fencing between Courts 1-2, 2-3, and 3-4	4	1	Improvement	$45,000
3	**Swansea Road**					
a	Cultivating, levelling, and re-seeding	Upgrade grounds	5	5	Renewal	$50,000
4	**Victoria Park**					
a	Painting of Grandstand	Regular painting of Grandstand to maintain existing level of service	7	6	Renewal	$15,000
b	Continued drainage development	Completing drainage upgrade on Ground 2	6	2	Improvement	$300,000
					Total	**$670,000**

7. Maintenance cost implications for 2027-2037 LTP

Option 1: Do Nothing

For the year-to-date 2025/26 financial year, Council has spent $160,000 on maintenance. This is up from the previous financial year when $156,000 was spent and $149,000 the year before. If Council chooses this option, maintenance costs will continue to rise as the assets deteriorate.

Option 2: Asset Renewal Projects Only

Table 4 summarises the implications to maintenance costs for consideration should this option proceed. It is indicated that the proposed projects will decrease future maintenance costs, as they involve renewing surfaces which need to be constantly repaired.

Option 3: Improvement Projects Only

Table 4 summarises the implications to maintenance costs for consideration should this option proceed. It is indicated that the proposed projects will increase future maintenance costs, as there are two new items to maintain.

Option 4: All Asset Renewal and Improvement Projects

Table 4 summarises the implications to maintenance costs for consideration should this option proceed.

Table 4: Maintenance cost implication per project

	Project	Option	Future maintenance cost implication	Rationale
1	**Page Street**			
a	Cultivating, levelling, and re-seeding	2, 4	No change	Maintenance costs will still occur under the Open Space Maintenance contract
b	Painting of toilet facilities	2, 4	No change	No additional maintenance will be required as this will protect the existing materials
2	**Portia Street**			
a	Replace hard court surfaces	2, 4	Decrease	Maintenance costs will decrease in the short to medium term due to no longer having to undertake repairs to the cracked surface.
b	Installation of net fencing	3, 4	Increase	Maintenance costs will increase slightly as this is a new project
3	**Swansea Road**			
a	Cultivating, levelling, and re-seeding	2, 4	No change	No additional maintenance will be required, as all maintenance will fall under the Open Space Maintenance contract
4	**Victoria Park**			
a	Painting of Grandstand	2, 4	No change	No additional maintenance will be required as this will protect the existing materials
b	Continued drainage development	3, 4	No change	No additional maintenance will be required as this will protect the sportsgrounds from flooding

8. Options for consideration for early 2027-2037 LTP guidance

Four options have been considered to address the current issues with the sportsgrounds. ***Table 5*** shows the estimated capital cost of each option across each year of the 2027–2037 Long-Term Plan.

9. Recommendation:

Our recommendation is for:
Option 4 - All Asset Renewal and Improvement Projects

Option 4 provides the strongest long-term asset management outcome across the sportsgrounds. It delivers improved usability through expanded renewals and improvements and enhances the levels of service for the sports clubs and other users. This approach demonstrates a strong commitment to maintaining high-quality community facilities that will serve current and future generations over the next 20–30 years.

10. Appendices

- Appendix 1: Location of Victoria Park Sportsgrounds
- Appendix 2: Location of Page Street Sportsgrounds
- Appendix 3: Location of Portia Street Netball Courts
- Appendix 4: Location of Swansea Road Sportsgrounds

Table 5: Option Costs per year of the 2027-2037 LTP

	Sportsground	Long-Term Plan Year (Capital costings only)										
		Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	Yr 10	Total
Option 1 Do Nothing	Page Street	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
	Portia Street	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
	Swansea Road	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
	Victoria Park	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Total		**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
Option 2 Asset Renewal Projects only	Page Street	$0	$0	$0	$0	$55,000	$5,000	$0	$0	$0	$0	$60,000
	Portia Street	$133,500	$66,500	$0	$0	$0	$0	$0	$0	$0	$0	$200,000
	Swansea Road	$0	$0	$0	$0	$50,000	$0	$0	$0	$0	$0	$50,000
	Victoria Park	$0	$0	$0	$0	$0	$15,000	$0	$0	$0	$0	$15,000
Total		**$133,500**	**$66,500**	**$0**	**$0**	**$105,000**	**$20,000**	**$0**	**$0**	**$0**	**$0**	**$325,000**
Option 3 Improvement projects only	Page Street	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
	Portia Street	$45,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$45,000
	Swansea Road	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
	Victoria Park	$0	$300,000	$0	$0	$0	$0	$0	$0	$0	$0	$300,000
Total		**$45,000**	**$300,000**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$345,000**
Option 4 All Asset Renewal and Improvement Projects	Page Street	$0	$0	$0	$0	$55,000	$5,000	$0	$0	$0	$0	$60,000
	Portia Street	$178,500	$66,500	$0	$0	$0	$0	$0	$0	$0	$0	$245,000
	Swansea Road	$0	$0	$0	$0	$50,000	$0	$0	$0	$0	$0	$50,000
	Victoria Park	$0	$300,000	$0	$0	$0	$15,000	$0	$0	$0	$0	$315,000
Total		**$178,500**	**$366,500**	**$0**	**$0**	**$105,000**	**$20,000**	**$0**	**$0**	**$0**	**$0**	**$670,000**

APPENDIX 1: Location of Victoria Park Sportsgrounds



APPENDIX 2: Location of Page Street Sportsgrounds



D26/10224

APPENDIX 3: Location of Portia Street Netball Courts



APPENDIX 4: Location of Swansea Road Sportsgrounds



D26/10224


Pembroke Road East
Montague Grove
Swansea
Road
Sportsgroun
Swansea Road
Seyton Street

D26/10224

DECISION REPORT

F1160- D26/37265

To: Policy and Services Committee
From: Services Asset Manager
Date: 27 October 2026
Subject: Rate Remission Application - Excessive Water Use Due To A Leak

Recommendations

1. THAT the report be received.

2. THAT Council gives consideration under Clause 9 of the Rates Remission Policy to remit water use lost due to a leak.

3. THAT Council approves the application for a rate remission due to a leak.

Recommended Reason

Council Policy allows for rate remission due to a leak to be considered, if the water loss was out of their control. As detailed below, once the occupiers were made aware of the leak they were proactive addressing the leak.

/
Moved/Seconded

1. Purpose of Report

1.1 The purpose of this report is to seek Elected Members' decision on an application for a rate remission for excessive water consumption due to a leak.

1.2 The rate sought for remission is **$10,097** (GST inclusive), associated with **3991** cubic meters of water (m^3).

2. Executive Summary

2.1 Following notification of higher-than-normal water usage over Quarters 3 and 4 in the 2025/2026 financial year, at a tenanted property located on Juliet Street, Council Officers undertook to visit the property to ascertain if there were any obvious leaks and confirm the previous water meter readings were accurate.

2.2 At the time of inspection, and unbeknownst to the tenants, the property owner had already undertaken to identify and fix the leak which was located on a water line in an adjacent properties gravel parking area.

2.3 The owner of the property has provided evidence that the leak was fixed in a timely manner, and a subsequent water meter reading has confirmed the water usage has returned to normal usage.

2.4 The property owner has since applied for a water rate remission under **Section 9** of Council's **Rates Remission Policy** ('the policy') for excessive water consumption due to a leak. Council Officers have assessed the application and consider that the remission is justified.

2.5 The policy requires that the decision to remit excessive water consumption due to a leak be referred to the Policy and Services Committee for any remission over 2,000 cubic meters; the application seeks to remit 3991 cubic meters of water.

2.6 It is recommended that the application for rate remission is approved.

3. Local Government Act 2002 – Section 10

Under section 10 of the Local Government Act 2002, the purpose of local government is to meet the current and future needs of communities for good-quality, cost-effective, and local infrastructure, public services, and regulatory functions.
Does the decision support the purpose of local government? Yes

Provision of good-quality infrastructure	Provision of good-quality public services	Performance of regulatory functions	Supports cost-effective service delivery
✓	✓	✓	

- Social - Council supplies potable water for the Stratford community and has a duty to maintain safe supply; leaks of an undeterminable volume for an undetermined time risk the safety and security of such supplies.
- Economic – The cost of treating water to safe and acceptable levels is borne by the consumer, where undetected leaks are occurring and water is being lost without timely action the rate paying customer base is affected.
- Environmental – Water is a resource, and unnecessary extraction risks the life sustaining capacity of the downstream Pātea Catchment.
- Cultural - For *Māori water* is the essence of all life, akin to the blood of Papatūānuku (Earth mother) who supports all people, plants and wildlife.

4. Background

4.1 Since 2023 the water usage at the tenanted property was on average 0.4 m^3 per day; water meter readings indicate the leak began to occur sometime after the Q2 reading during January 2026 whereby the Q3 and Q4 2026 readings found the water consumption had increased to 26 m^3 per day.

4.2 The policy provides that Council may only provide financial relief to a water consumer that has incurred an excessive water invoice as a result of a leak, where that leak has been remedied in a timely manner once the leak was detected, as per below:

> *In order to provide relief to people in situations where water usage is high due to a water leak, Council may remit water consumption rates where all of the following apply:*
>
> - *A remission application has been received; and*
> - *Council is satisfied a leak on the property has caused excessive consumption and is recorded on the water meter; and*
> - *The leak has been repaired within one calendar month of being identified (unless evidence is provided that the services of an appropriate repairer could not be obtained within this period); and*
> - *Proof of the leak being repaired has been provided to Council promptly after repair of the leak.*
>
> *The amount of the remission will be the difference between the average consumption of the property and the consumption over and above that average.*

Remission for any particular property will generally be granted only once every three years. However, where a remission for a water leak has been granted to a property under this policy within the last three years, the remission decision is to be made by the Director – Assets.

Any remission over 2,000 cubic meters is to be referred to the Policy and Services Committee for approval.

5. Consultative Process

5.1 Public Consultation - Section 82

No public consultation is considered necessary as the decision for a rate remission in this instance is made by the Policy and Services Committee.

5.2 Māori Consultation - Section 81

No Māori consultation is considered necessary as the decision for a rate remission in this instance is made by the Policy and Services Committee.

6. Risk Analysis

6.1 No legal opinion is needed.

7. Sustainability Consideration

7.1 Considering Council's Sustainability Policy, offering a rate remission to the business for excessive water consumption due to a leak as sought in this instances would be consistent with the objectives of ***Guiding Principle 1*** with regard to water being a taonga (treasure), as the immediate action by the business to identify and address the leak in a timely manner ensured water was not wasted unnecessarily.

8. Decision Making Process – Section 79

8.1 Direction

	Explain
Is there a strong link to Council's strategic direction, Long Term Plan/District Plan?	Yes, water conservation aligns with Council's Resilient Community outcome.
What relationship does it have to the communities current and future needs for infrastructure, regulatory functions, or local public services?	N/A

8.2 **Data**

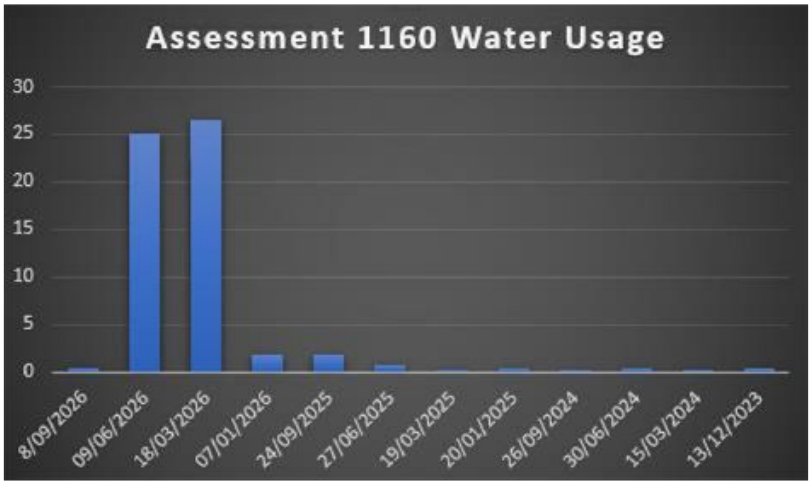


Figure 1: Assessment 1160 Water Usage – 2023 - 2026

- Figure 1 above shows the average daily water usage at the site.
- The data shows that between January 2026 and March 2026 the water usage at the property increased dramatically until the leak was fixed on 2 June 2026.

8.3 **Significance**

	Yes/No	Explain
Is the proposal significant according to the Significance Policy in the Long Term Plan?	No	Not applicable
Is it: • considered a strategic asset; or	No	Not applicable
• above the financial thresholds in the Significance Policy; or	No	Not applicable
• impacting on a CCO stakeholding; or	No	Not applicable
• a change in level of service; or	No	Not applicable
• creating a high level of controversy; or	No	Not applicable
• possible that it could have a high impact on the community?	Yes	Potentially incurs a financial cost to ratepayers who would in essence be subsidising the rate remission.

In terms of the Council's Significance Policy, is this proposal of high, medium, or low significance?		
High	**Medium**	**Low**
		✓

8.4 **Options**

- **Option 1:** Approve the application for a rate remission for excessive water consumption due to a leak of **$10,097** (GST inclusive). This option is consistent with Councils' rates remission policy and sustainability guiding principles therefore, it is recommended.

- **Option 2:** Decline the application for a rate remission for excessive water consumption due to a leak of **$10,097** (GST inclusive). This option is not consistent with Councils' rates remission policy and is therefore not recommended.

8.5 **Financial**

There will be no impact on funding and debt levels

8.6 **Prioritisation & Trade-off**

Not applicable

8.7 **Legal Issues**

No legal opinion required.

8.8 **Policy Issues - Section 80**

Option 1 is consistent with Council's Rates Remission and Sustainability Policies.

Option 2 is not consistent with Council's Rates Remission and Sustainability Policies.

8.9 **Section 11A - Core Services Considerations**

Water infrastructure and its management are core services of Council.



John Cooper
Services Asset Manager



Victoria Araba
Director - Assets



Sven Hanne
Chief Executive **Date** 28 September 2026

DECISION REPORT

F25/96/004 – D26/42419

To: Policy and Services Committee
From: Director - Corporate Services
Date: 27 October 2026
Subject: 2026/27 Material Damage Insurance - Fire Loss Limit

Recommendations

1. THAT the report be received.

2. THAT the Committee approves the preferred option to decrease the 2026/27 material damage insurance Council fire loss limit to $38.3 million.

Recommended Reason
To review the fire loss limit for the renewal period from 1 November 2026 to 31 October 2027 and to recommend on the options presented.

/
Moved/Seconded

1. Purpose of Report

1.1 To inform members on 2026/27 material damage insurance fire loss limits and to decide on options presented.

2. Executive Summary

2.1 This report seeks approval to establish an interim maximum fire loss limit of $38.3 million for the Council's 2026/27 material damage insurance programme. The proposed limit has been calculated using an interim methodology recommended by Aon and may be reviewed after renewal once formal loss modelling has been completed.

2.2 This approach aligns with other Taranaki Councils, provides some financial savings and recognises that the probability of all Council assets being destroyed in a single fire event is extremely low.

3. Local Government Act 2002 – Section 10

Under section 10 of the Local Government Act 2002, the purpose of local government is to meet the current and future needs of communities for good-quality, cost-effective, and local infrastructure, public services, and regulatory functions.
Does the decision support the purpose of local government?

Provision of good-quality infrastructure	Provision of good-quality public services	Performance of regulatory functions	Supports cost-effective service delivery
✓	✓		✓

Insurance cover protects Council from bearing the full financial loss of a risk event and supports the continuity of Council assets and services to its communities.

4. Background

4.1 The Taranaki Councils insure collectively as a regional group with Aon and currently have maximum loss cover of $750 million across the group's material damage insurance programme, which includes natural disaster and fire loss. Under this arrangement Stratford District Council's allocated fire loss limit was approximately $45 million, representing 6% of the total insured asset value.

4.2 A fire loss limit is the maximum amount payable by insurers for fire-related losses during the insurance period. A lower limit can reduce Fire and Emergency New Zealand (FENZ) levies and insurance costs but increases Council's exposure should a major fire exceed the selected limit.

4.3 A fire loss limit applies for the entire insurance period (1 November 2026 to 31 October 2027). If the limit is exhausted through a claim, reinstatement of a higher limit may be available but would be subject to additional premium and FENZ levy costs.

4.4 As part of the 2026/27 renewal process, the New Plymouth District Council (NPDC) are considering setting a maximum fire loss limit for NPDC and have asked the other councils to consider the same. If NPDC adopts its own limit, which they have indicated that they will, and SDC does not, SDC's insured fire lost limit will increase to its declared value of $91 million, resulting in an estimated $36 thousand increase in annual FENZ levies.

4.5 A maximum fire loss limit recognises that the probability of all Council assets being destroyed by a single fire event is extremely low. The limit should therefore reflect a credible maximum fire loss scenario rather than the full value of the insured asset portfolio. Many councils around the country have similar approaches in this regard.

4.6 Formal loss modelling is the preferred method for determining the limit. However, there is insufficient time to complete modelling before renewal. Aon has therefore suggested an interim methodology using the combined value of the two highest-valued assets.

4.7 Applying this methodology results in a SDC proposed maximum fire loss limit of $38.3 million, comprising the Wai-O-Rua Stratford Aquatic Centre at $29.5 million and the Miranda Street Administration Building at $8.8 million. The limit can be changed after the renewal once loss modelling is available.

4.8 Insurance decisions are normally considered by the Council's Audit and Risk Committee; however, it has been brought forward to the Policy and Services Committee due to a decision being required before the 1 November 2026 renewal.

5. Consultative Process

5.1 **Public Consultation - Section 82**

Public consultation is not required, as the proposal has been assessed as low significance under Council's Significance and Engagement Policy. The policies are operational in nature and do not materially affect levels of service or community access.

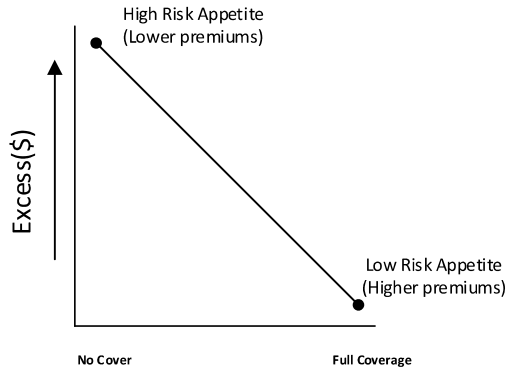
5.2 **Māori Consultation - Section 81**

Maori consultation is not required for this matter, as the policies are operational in nature and have been assessed as low significance. The policies do not impact Māori interests, community outcomes, or levels of service, and therefore do not warrant targeted engagement.

6. Risk Analysis

6.1 This report relates to a number of mitigation strategies within the Council's risk register and is a general risk control method used to minimise the financial impact of a risk event.

6.2 The graph below shows the varying risk appetite positions Council can take. Higher excesses usually result in lower premiums but a lesser ability to make a claim so less opportunity to mitigate the consequences of a risk event, and vice versa with lower excess amounts. Full policy coverage with minimal exclusions is likely to result in a higher premium, however if an event occurs Council is more likely to respond and recover faster and at lower cost, than if no or limited cover is purchased.



6.3 For this insurance renewal decision, the risk is if an actual fire loss event exceeds the $38.3 million limit and the Council needs to fund the additional costs.

6.4 This risk is considered low, as the Council is only reducing its fire limit by $6.7 million, and it still covers the combined value of the two highest-valued assets.

7. Sustainability Consideration

7.1 This item does not specifically relate to sustainability outcomes.

8. Decision Making Process – Section 79

8.1 Direction

	Explain
Is there a strong link to Council's strategic direction, Long Term Plan/District Plan?	No
What relationship does it have to the communities current and future needs for infrastructure, regulatory functions, or local public services?	Protection, risk minimisation, responsiveness

8.2 Data

The Taranaki Councils insure collectively as a regional group with Aon, and Aon have advised the group on fire loss limits and costs.

Aon calculated a recommended fire loss limit of $38.3 million. Reducing the previous $45 million limit by $6.7 million under this approach is expected to save $5 thousand annually.

Formal loss modelling is the preferred method for determining the fire loss limit. Lack of time has prevented this being possible prior to this renewal but is planned to occur in this financial year to advise the 2027/28 renewal.

8.3 Significance

	Yes/No	Explain
Is the proposal significant according to the Significance and Engagement Policy in the Long Term Plan?	No	This decision is operational and does not impact the level of services to the Community.
Is it: • considered a strategic asset; or	No	
• above the financial thresholds in the Significance and Engagement Policy; or	No	
• impacting on a CCO stakeholding; or	No	
• a change in level of service; or	No	
• creating a high level of controversy; or	No	
• possible that it could have a high impact on the community?	No	

In terms of the Council's Significance and Engagement Policy, is this proposal of high, medium, or low significance?		
High	**Medium**	**Low**
		✓

8.4 **Options**

Fire loss options for consideration:

Option 1: Adopt an interim maximum fire loss limit of $38.3 million – preferred

This option would set an interim fire loss limit of $38.3 million for the Council's material damage insurance programme. The limit is based on the Council's two highest-valued assets—the Wai-O-Rua Stratford Aquatic Centre ($29.5 million) and the Miranda Street Administration Building ($8.8 million). It provides a practical and affordable interim approach, consistent with that of the other Taranaki Councils, recognising that the likelihood of all Council assets being destroyed by fire in a single year is extremely low. Compared with 2025/26, this option would reduce annual FENZ levies by $5 thousand. The limit may be reviewed and amended after the insurance renewal once formal loss modelling is complete.

Option 2: Do not adopt an interim maximum fire loss limit

This option would result in FENZ levies being incurred on Council's full declared asset value of $91 million, creating additional costs of approximately $36 thousand annually. Officers consider this additional insurance and cost unnecessary, as the risk of losing all of Council's insured assets to fire in one year is extremely low.

Option 3: Adopt a lower interim maximum fire loss limit

The Council could choose a lower fire loss limit, however this would be insuring at quite a low level and increases financial risk. A fire loss limit of $29.5 million could be based on the value of the highest value Council asset, being the Wai-O-Rua Stratford Aquatic Centre, resulting in annual FENZ levies savings of $12 thousand compared to 2025/26. The maximum fire loss limit can be reviewed and amended (if required) following the insurance renewal once loss modelling has been completed.

8.5 **Financial**

The regional insurance arrangements currently share a $750 million maximum loss limit, with the Council's proportional fire loss limit being approximately $45 million. If NPDC adopts a separate limit, and our Council doesn't - Council's FENZ levies will be incurred on Council's full declared asset value of $91 million, creating additional costs of approximately $36 thousand annually. The proposed $38.3 million maximum fire loss limit should realise $5 thousand annual FENZ levies savings from the 2025/26 year. The final overall premium impact will depend on regional participation and insurer terms.

8.6 **Prioritisation & Trade-off**

Officers consider council's risk appetite for the various risk events covered (or not currently covered) by council's insurance policies and determine what level is appropriate.

8.7 **Legal Issues**

The decision must be made in accordance with the decision-making requirements of the Local Government Act 2002, including consideration of reasonably practicable options, the significance of the matter and the views and preferences of affected persons. Nothing in the recommended approach is considered inconsistent with the Council's statutory obligations.

8.8 **Policy Issues - Section 80**

The recommendation aligns with the principles of the Council's Insurance Framework.

8.9 **Section 11A - Core Services Considerations**

This proposal supports the core services of infrastructure, community facilities and amenities.



Raelene Johnson
Director – Corporate Services



[Approved by]
Sven Hanne
Chief Executive **Date** 16 October 2026

DECISION REPORT

F16/1234 – D26/34961

To: Policy and Services Committee
From: Roading Manager
Date: 27 October 2026
Subject: Roading Network Procurement Strategy 2025-2028

Recommendations

1. THAT the report be received.

2. THAT the Roading Network Procurement Strategy 2025-2028 is endorsed by council.

3. THAT the Committee allow the amendment of the Roading Network Procurement Strategy 2025-2028 to be undertaken by officers, from time to time, as required by legislation or New Zealand Transport Agency (NZTA), being a living document. Such amendments will be of a minor nature not requiring the entire strategy to be re-endorsed by council.

Recommended Reason
NZTA requires all Approved Organisation to have a procurement strategy that documents our long-term integrated approach to the procurement of transport activities funded under Section 20 of the Land Transport Management Act and Amendment Act 2013. This strategy replaces the existing expired Road Network Procurement Strategy 2022-2025.

/
Moved/Seconded

1. Purpose of Report

1.1 To seek the Stratford District Council's endorsement of the Roading Network Procurement Strategy 2025-2028 ("the strategy") see Appendix 1.

1.2 This strategy demonstrates to the New Zealand Transport Agency (NZTA) how the Council will support the delivery of Council Priorities through robust procurement processes to deliver value for money for ratepayers.

1.3 This strategy is an NZTA requirement to for all approved organisations - as the co-investor of our road management programme.

1.4 This strategy replaces the existing expired Roading Network Procurement Strategy 2022–2025.

1.5 This strategy does not override, but is consistent with, the Stratford District Council Procurement Policy.

2. Executive Summary

2.1 The Roading Network Procurement Strategy 2025-2028 is based on a prescribed format provided in Appendix A of NZTA's Procurement Manual.

2.2 The strategy requires a consideration and inclusion of Central Government's Rule 8: Economic Benefit to New Zealand for Procurement which must consider:

- NZ workforce participation, training and apprenticeships;
- Use of NZ businesses, SME's and regional businesses;
- Developing NZ industry capability and capacity;
- Innovation benefiting NZ communities;

- Sustainability and environmental benefits; and
- Positive social and cultural outcomes.

2.3 The purpose of the strategy is to demonstrate to NZTA how Council intends to procure its contracts, through robust procurement processes to achieve value for money for ratepayers and support the optimised delivery of our contracts.

2.4 These robust processes will support the achievement of the Government's objectives and economic benefits to New Zealand, in addition to Council's Community Outcomes.

2.5 The strategy covers various aspect of procurement including:

- Strategic objectives of the approved organisation;
- Competitive markets;
- Value for money;
- Details of current maintenance contracts – size, scale, term of contract;
- Other activities that can be bid by contractors who are not the main maintenance contractors;
- Delivery model and supplier selection methodology;
- Capacity and capability to deliver the programme of works;
- A Communication plan; and
- An Implementation Plan.

2.6 The audience for the document is primarily Suppliers, as well as internal staff and Councillors. We send it to NZTA in order for them to approve the strategy thus ensuring we are meeting their procurement rules.

3. Local Government Act 2002 – Section 10

Under section 10 of the Local Government Act 2002, the purpose of local government is to meet the current and future needs of communities for good-quality, cost-effective, and local infrastructure, public services, and regulatory functions.

Does the decision support the purpose of local government?

Yes – our community outcomes are aligned with the Government's Economic Benefits for procurement.

Provision of good-quality infrastructure	Provision of good-quality public services	Performance of regulatory functions	Supports cost-effective service delivery
✓	✓	✓	✓

The Roading Network Procurement Strategy 2025-2028 incorporates Council's Community Outcomes as well as the Governments Economic Benefit to New Zealand for Procurement. Both sets of outcomes promote:

- Social growth – contractors will develop their labour force through the development of skills and training;
- Economic growth – encouraging Stratford based organisations to bid for contracts put to the supplier market;
- Environmental responsibility – minimising travel, using local suppliers, minimising waste, innovation;
- Cultural – provides opportunities for Māori and Pacifica businesses.

4. Background

4.1 The current Roading Network Procurement Strategy 2025-2028 has been reviewed and re-approved by NZTA, taking into account changes to the supplier markets and the governments procurement outcomes.

4.2 This review is undertaken every three years and it signals to NZTA council's thoughts on procurement, the style and type of contracts it lets.

5. Consultative Process

5.1 **Public Consultation - Section 82**

This is an internal document for endorsement by Council and NZTA, therefore no public consultation is required. Once endorsed by Council and NZTA, the strategy is required to be publicly available via our website. This is included in the Communications Plan.

5.2 **Māori Consultation - Section 81**

No specific consultation is required with Iwi.

6. Risk Analysis

6.1 A key risk associated with not endorsing and implementing the Strategy is non-compliance with NZTA procurement requirements. This could affect Council's eligibility for co-funding, delay the procurement and delivery of roading works, and expose Council to additional financial and audit scrutiny. Maintaining a current Strategy, consistent with NZTA's Procurement Manual, is therefore essential to managing these risks.

6.2 The proposed Road Network Procurement Strategy addresses Risks 1, 4 and 25 identified in Council's Risk Register. These risks relate to legislative compliance, maintaining current and fit-for-purpose strategies and policies, and ensuring procurement activities comply with Council's requirements while achieving value for money.

6.3 Endorsement of the Strategy will provide Council with an established framework for procuring roading activities in accordance with legislative requirements, NZTA's Procurement Manual and Council's Procurement Policy. While procurement and delivery risks cannot be eliminated, implementation of the Strategy and ongoing compliance monitoring will help reduce their likelihood and potential consequences, including financial loss, service disruption and reputational damage.

7. Decision Making Process – Section 79

7.1 **Direction**

	Explain
Is there a strong link to Council's strategic direction, Long Term Plan/District Plan?	The roading activity is vital to ensure the roading network remains functional and resilient in order for the Stratford district to thrive.
What relationship does it have to the communities current and future needs for infrastructure, regulatory functions, or local public services?	There are levels of service incorporated into the contracts we let for roading activities in order to maintain and improve the roading infrastructure.

7.2 **Data**

This strategy relies on, amongst others, information contained in:

- The existing expired Roading Network Procurement Strategy 2022-2025, as base reference;
- The Central Government's Procurement Manual, relating to Public Value and Economic Benefit to New Zealand and other prescribed matters;
- The Long-Term Plan, relating to Council's Community Outcomes;
- The Council's Procurement Policy, with regards to Council's position on sustainability and other relevant procurement principles; and
- Strategies approved by NZTA for other Approved Organisations.

7.3 **Significance**

	Yes/No	Explain
Is the proposal significant according to the Significance and Engagement Policy in the Long Term Plan?		
Is it: • considered a strategic asset; or	Yes	The roading network is a strategic asset.
• above the financial thresholds in the Significance and Engagement Policy; or	No	
• impacting on a CCO stakeholding; or	No	
• a change in level of service; or	No	
• creating a high level of controversy; or	No	
• possible that it could have a high impact on the community?	Yes	If the roading network procurement strategy is not endorsed by Council and NZTA, then we are unlikely to receive a financial contribution to undertake the maintenance and renewals of the roading network. This would have to be fully funded by SDC. This would have a significant impact on rates.

In terms of the Council's Significance and Engagement Policy, is this proposal of high, medium, or low significance?		
High	**Medium**	**Low**
	✓	

7.4 **Options**

There are two options which apply to this report:

Option 1 Don't endorse the Roading Network Procurement Strategy 2025-2028. This will have a significant impact on Council's ability to attract funding from NZTA going forward. We are unlikely to be co-funded by NZTA without a current approved procurement strategy. Also, we will be unable to attract new funding streams from NZTA in the future.

Option 2 Endorse the Roading Network Procurement Strategy 2025-2028. This is a requirement of NZTA to secure funding for roading activities for next three years. **This is the recommended option.**

8.5 **Financial**

Funding levels are approved as part of the Long-Term Plan process and approved through the funding allocation provide by NZTA.

8.6 **Prioritisation & Trade-off**

There are no trade-offs. Without this Strategy, officers cannot operate to maintain the roading network within the district. Officers will be unable to award maintenance or capital works contracts which would attract a subsidy from NZTA. Also, council would be unable to attract new funding streams from NZTA in the future.

8.7 **Legal Issues**

This strategy is a requirement of NZTA's Procurement Manual in order for Council to remain an Approved Organisation with NZTA.

8.8 **Policy Issues - Section 80**

No significant policy issues or conflicts with existing Council policies are anticipated.

The proposed Road Network Procurement Strategy supports Council's current Procurement Policy, Sustainability Policy and Roading Activity Management Plan by promoting transparent, fair and competitive procurement processes, value for money and sustainable outcomes.

The Strategy also aligns with NZTA's Procurement Manual requirements, which take precedence where applicable to NZTA-funded roading activities.

8.9 **Section 11A - Core Services Considerations**

The proposed Road Network Procurement Strategy supports Council's core services under Section 11A of the Local Government Act 2002 by providing a framework for the efficient and cost-effective delivery of roading maintenance, renewals and improvements.

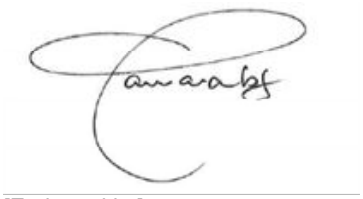
The Strategy supports the provision of a safe, reliable and resilient road network, including the ability to respond to emergencies, while achieving value for money and maintaining appropriate levels of service for the community.

Attachments:

Appendix 1 Road Network Procurement Strategy 2025-2028



Claude Shaw
Roading Manager



[Endorsed by]
Victoria Araba
Director - Assets



[Approved by]
Sven Hanne
Chief Executive **Date 21 October 2026**



Road Network Procurement Strategy 2025-2028

TE KAUNIHERA Ā ROHE O
WHAKAAHURANGI
STRATFORD
DISTRICT COUNCIL

DOCUMENT QUALITY ASSURANCE

	NAME/ROLE	DATE
Prepared By	Stephen Bowden, Roading Manager Steve Taylor, Projects Manager	September 2025
Reviewed By	Victoria Araba, Director Assets	October 2025
Approved By	Sven Hanne, Chief Executive	October 2025
Waka Kotahi Endorsement	Dean Hollis	19 October 2025
Council Adoption	Policy and Services Committee Meeting of Council	October 2026

DOCUMENT CONTROL

VERSION	DATE	DESCRIPTION	UPDATED BY
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4.0	October 2026		Claude Shaw, Roading Manager

Road Network

Procurement Strategy

2025-2028

Table of Contents

DOCUMENT QUALITY ASSURANCE 2

DOCUMENT CONTROL 2

TABLE OF CONTENTS 4

EXECUTIVE SUMMARY 7

1.0: INTRODUCTION 9

1.1. OPPORTUNITIES TO ACHIEVE VALUE FOR MONEY 9
1.1.1. Professional Services Delivery 9
1.1.2. Physical Works 9
1.1.3. Future Procurement Approach 10

1.2. RECOMMENDATIONS 11

1.3. ENDORSEMENT OF THE PROCUREMENT STRATEGY 12

2.0: POLICY CONTEXT 14

2.1. VISION AND COMMUNITY OUTCOMES 14

2.2. STRATEGIC GOAL AND OBJECTIVES 15

2.3. OTHER SDC OUTCOMES 16
2.3.1. Sustainability 16
2.3.2. Health and Safety 16
2.3.3. Value for Money 17
2.3.4. Support for Local procurement 17
2.3.5. Competitive and Efficient Markets 17
2.3.6. Fair Competition among Suppliers 17

2.4. ECONOMIC BENEFIT TO NEW ZEALAND AND COUNCIL ALIGNMENT 18
2.4.1. New Zealand Business and Competitive Markets 18
2.4.2. Employment, Skills and Workforce Development 18
2.4.3. Youth Employment Pathways 19
2.4.4. Workforce Conditions, Health and Safety and Supplier Capability 19
2.4.5. Environmental, Innovation and Regional Outcomes 20

2.5. OTHER DISTRICT CONTEXT 21
2.5.1. Section 17A Review 21
2.5.2. Level of Service Review 21
2.5.3. Organisational Polices and Plans 22
2.5.4. The Regulatory Environment 22
2.5.5. Consultancy 22

2.6. WHY CONTINUE WITH THE IN-HOUSE BUSINESS UNIT? 22

2.7. NETWORK MANAGEMENT 23

3.0: PROCUREMENT PROGRAMME 25

3.1. GENERAL ROADING MAINTENANCE CONTRACT WORKS 25
3.2. WORKS OUTSIDE OF THE GENERAL ROADING MAINTENANCE CONTRACT 25
3.2.1. Streetlight Maintenance and Renewals Contract 2023 - 2028 26
3.2.2. Professional Services Contract for Structural Assets 2020 – 2026 26
3.2.3. Site specific contracts 27

4.0: PROCUREMENT ENVIRONMENT 29

4.1. ANALYSIS OF SUPPLIER MARKET 29
4.2. CAPABLE REGIONAL CONTRACTORS 30
4.3. CURRENT PROCUREMENT EXPENDITURE AND PROFILE 30
4.4. APPROVED ORGANISATIONS IMPACT ON OUR PROCUREMENT PROGRAMME 32

5.0: WORK PROGRAMME DELIVERY APPROACH 34

5.1. THE PROCUREMENT APPROACH 34
5.1.1. Value for Money Principle 35
5.1.2. Innovation, Complexity, Scale, Risk and Assessment of Supplier Market 35
5.1.3. Aggregation, Bundling and Terms Service Contracts 36
5.1.4. Proposed Delivery Model(s) and Supplier Selection Method(s) 36
5.2. IMPACT OF THE PREFERRED APPROACH ON OTHER OUTCOMES 36
5.3. RISK IDENTIFICATION AND MANAGEMENT 36
5.3.1. Planning the Procurement – Phase 1 37
5.3.2. Engaging with the Market – Phase 2 37
5.3.3. Review and Monitoring – Phase 3 37
5.4. APPROACH TO CONTRACT MANAGEMENT 38
5.5. VARIATIONS TO PROCUREMENT PROCEDURES AND RULES 38

6.0: IMPLEMENTATION 41

6.1. CAPABILITY AND CAPACITY 41
6.1.1. Capability and Capacity Gaps 41
6.1.2. Filling the gap 42
6.2. INTERNAL PROCUREMENT PROCESSES 42
6.3. PERFORMANCE MEASUREMENT AND MONITORING 42
6.3.1. Key Performance Indicators 42
6.3.2. Performance Reporting 43
6.4. COMMUNICATION PLAN 43
6.4.1. Internal Stakeholder Communication: 43
6.4.2. Other Approved Organisations and Entities: 43

6.4.3. Supplier Market: 44
6.4.4. New Zealand Transport Agency: 44
6.5. IMPLEMENTATION PLAN 44
6.6. CORPORATE OWNERSHIP AND INTERNAL ENDORSEMENT 45
APPENDIX 1 - REFERENCES 46

Executive Summary

The Roading Activity accounts for approximately 26% of the Stratford District Council ‘s annual total expenditure.

Given that a large proportion of this budget is spent on procurement of external suppliers to deliver the operating, maintenance and capital works, it is crucial that the Council has appropriate procurement process to support the achievement of *Value for Money* for the district ratepayers.

The Roading Procurement Strategy (the strategy) is a New Zealand Transport Agency (Waka Kotahi) requirement for all Approved Organisations (AO), for the procurement of transport activities funded under Section 20 of the Land Transport Management Act and Amendment Act 2013.

This Roading Procurement Strategy achieves this requirement – it demonstrates to our key stakeholders and external suppliers, including New Zealand Transport Agency, how we intend to approach the supplier market for the procurement of contracts to achieve Council’s key priorities.

This strategy replaces the current expired Roading Network Procurement Strategy 2022 – 2025 and is consistent with the Stratford District Council ‘s Procurement Policy.

1.0
Introduction

1.0: Introduction

The roading activity encompasses the management, maintenance and provision of roading assets including rural and urban roads, footpaths, kerb and channel, street lighting and associated infrastructure for the district excluding the two State Highways in the district: State Highway 3 (SH3) and State Highway 43 (SH43). State Highway 3 bisects the township of Stratford whilst State Highway 43 (Forgotten World Highway) connects the Stratford district to Ruapehu district to the east.

The roading network managed by the SDC is approximately 614km (as at 30 June 2025), made up of 571km of rural roads and 43km of urban streets. In addition, there are over 700km of unformed legal road and a number of bridges 'beyond the maintenance peg' that are not maintained by Council.

As a provincial rural district, the predominant users of the network are the farming community, (particularly sheep, beef farming and dairy), forestry, oil and gas, a small commercial sector, and visitors. Fonterra, NZ's largest dairy company, is a key heavy transport user and the dairy industry collectively has a significant impact on the rural roading network. The district has endured an increase in forestry activity since 2016, when the first forestry blocks were harvested. At that time we estimated the area of forestry within the district was in the order of 10,300 hectares. Also in 2016 the Vehicle Mass and Dimension Rule changed, resulting in a significant increase in the number of HMPV permits we approved. The combination of these two factors has led to an increase in the number of Heavy Commercial Vehicles using the districts rural roading network.

Since 2016, the network has been increasingly "stressed" as a result of the forestry industry increasing their production as the trees have matured.

Section 317 of the Local Government Act 1974 states that all district roads shall be under the control of the relevant Council.

1.1. Opportunities to achieve Value for Money

This summary discusses the opportunities available to create value for money for the district ratepayers. The balance between effective competition and efficiency of procurement processes is essential to achieving value for money over the long term. This strategy provides for a delivery model and procurement procedures that will ensure competition is maintained while minimising inefficiencies.

Three key opportunity areas to create value for money are:

- Professional Services Delivery Model;
- Physical Works Delivery; and
- Future Procurement Approach

1.1.1. Professional Services Delivery

The New Zealand Transport Agency requires local authorities to separate their technical services from their asset management functions. Many authorities choose to achieve this separation by employing consultants, while some have semi-autonomous in-house business units. SDC made the decision some years ago to provide its technical services via an In-house Business Unit.

The In-house Business Unit provides technical advice, limited design capability, procurement, contract management, data collection as well as customer relationship functions. It is responsible for ensuring that roading contract works along with other programmed works are carried out as efficiently and economically as possible. While the unit is separately funded and operated to achieve the required separation, the officers delivering this service are typically SDC employees.

The cost of the In-house business unit is recovered through *Work Category 151: Network and Asset Management.*

1.1.2. Physical Works

The Taranaki region is reasonably well-served by small to medium to contracting companies. However, there are only two national contracting companies, these being Downer and Fulton Hogan. This mix of small to large contractors provides the flexibility to target our procurement to suit the size, scale and complexity of our projects. Due to the remoteness of the region, our long term maintenance contracts are usually bid for by the two national companies.

We encourage the general road maintenance contractor to engage locally based small contracting companies wherever possible. This promotes a healthy localised construction industry through reinvesting in local contracting companies.

The small to medium contractors have been reasonably successful in winning some of the spot contracts that we advertise via GETS. An example of this is Superior Civil Construction Ltd, a Stratford based contractor who secured the contract for safety improvements outside the Stratford High School.

Further examples of the local contractors being reasonably successful at the tender box are:

- Superior Civil Construction Ltd - Opunake Road Resilience Project;
- Excavat - Repairs to a retaining wall on Matau Rd;
- Duthie Engineering – Replacement of a bridge deck on Puniwhakau Rd.
- Bayley Earthmoving – Culvert remedial works

Value for Money can be achieved by creating a market place where small to medium size contracting firms can compete with major national firms. This flows from SDC's reputation of being a fair and reasonable client. SDC is an advocate of cooperative relationship building where 'value for money' can be achieved.

For the majority of procured physical works, SDC uses a traditional Measure and Value contract in accordance with NZS 3910:2013 for site specific contracts and NZS 3917:2013 for term service contracts. The current General Roading Maintenance contract is a three-year term, with the possibility of a further two, two-year extensions (3+2+2). SDC has just offered Fulton Hogan another third two-year extension, taking the contract to 30 June 2028.

SDC is seeking a further two year extension from NZTA to 30 June 2028 so that this contract aligns with:

- Our three waters maintenance contract,
- A new tariff structure for water metering,
- Allow CityCare (water services contractor) to operate for one year under our in-house delivery model for three waters,
- There is a potential for the contractor to secure both roading and three water contracts. Fulton Hogan have a water services business unit based locally.
- We will have had three full years of the cost reimbursement basis of payment methodology to hone the target outcome costs for programming, budgeting and setting levels of service.

For this last two year period of the contract SDC is trialling a "Cost Reimbursement" method of payment rather than measure and value. The reasoning is to understand the true cost of the roading activity for future budgeting and level of service development.

SDC predominantly uses the Price Quality Method (PQM) for significant or more complex procurements.
For lower-value, low-risk procurements, SDC may use Lowest Price Conforming Method. Direct appointment will only be used where an applicable SDC procurement policy provision permits it, with the value-for-money rationale and approvals documented.These projects are typically relatively straightforward and low in value, with the risks assessed as low.

1.1.3. Future Procurement Approach

With an eye to the future, SDC is considering an alternative form of contract for the next general maintenance contract. We are currently weighing the costs and benefits of the *Cost-Plus Reimbursable* style of contract for the following reasons:

- There is a lack of Tier 1 contractors in the region;
- Establishment cost for Tier 1 contractors from outside the region is high;
- Both local Tier 1 contractors (Fulton Hogan and Downer) are embedded in current maintenance contracts within the region;
- *Cost-Plus Reimbursable* style of contract is expected to provide clarity in the pricing of items, which will support the development of future levels of service;
- Transparency of pricing is expected, so there are no 'artificially' low or escalated rates that are based on the contractor's tendering strategy at the time of tender;
- Clear *Contract Cost* and *Delivery Outcomes* are anticipated with this style of delivery;
- We require a locally based contractor who is encouraged to use local suppliers.

With the general roading maintenance contract expiring on 30 June 2028, with a further two year extension approval from NZTA, SDC will change the basis of payment to Cost Reimbursement with a contract term of 10 years, made up of 7+3 for the following reasons:

- This could lead to greater market interest, competitive pricing and more capable contractors;
- Provides efficiencies from long term relationships and knowledge of the network;
- Provides greater surety to contractors relating to commitments to staff and sub-contractors;
- Longer term contracts provide certainty for the contractor to depreciate plant and equipment;
- There will be clarity in the pricing of items which will assist with determining future levels of service that we provide to our community;
- Transparency of pricing, so no artificially low or escalated rates that are based on the contractor's tendering strategy at the time of tender;
- We are clear on the outcome being delivered by the contractor along with the cost of delivery;
- The programme delivery will be flexible as this is dependent on the Total Outcome Cost for each work activity.
- We require a locally based contractor who are encouraged to use local suppliers.
- NZTA cost indices do not apply to successive years of the contract.

Streetlight Maintenance and Renewals.

SDC liaised with the New Plymouth District Council (NPDC) to create one Streetlight Maintenance and Renewal Contract 2023-2028 for both authorities. This new collaborative contract commenced on 4 September 2023. The benefits of this approach were:

- SDC's streetlight maintenance is small in value and is unlikely to attract multiple bids;
- Both contracts had come to their natural expiry date;
- Creating a bigger contract proved to be attractive for contractors from outside the region.

Inspection of Structural Assets.

During the period of this Procurement Strategy, the Structural Assets inspection contract will expire on 30 June 2027. As this is critical for the assessment of our structural assets, we will review and re-tender this contract in 2026/27. We anticipate this six year term contract will create interest from consultants within and outside Taranaki.

1.2. Recommendations

It is recommended that NZTA:

- Endorses Stratford District Council's Road Network Procurement Strategy;
- Approves the continued use of in-house professional services;

- Approves a variation to the Procurement Manual section 10.21 for the continuation of a maximum term of a term service contract for infrastructure or planning and advice of a term service contract to expire on 30 June 2028;

- Approves a variation to the Procurement Manual section 10.21 to allow the ongoing maintenance of our transport network to deliver transport activities that support economic growth of Stratford. The approval of a term service maintenance contract for infrastructure or planning and advice with a maximum term of 10 years (7+3) this will provide certainty for the successful contractor to invest in the local community, to provide a resilient roading network which fosters economic growth for the Stratford district. The commencement date of the new contract will be 1 July 2028;

- Approves a variation to the Procurement Manual section 10.21 of a maximum term of a term service contract for infrastructure or planning and advice for a professional services contract for inspection of SDC's structural assets for a maximum term of six years commencing on 1 July 2027. In accordance with NZTA Waka Kotahi's S6:2022 – Bridges and Other Significant Structures Inspection Policy, the contract will require general inspection of structural assets every two years and detailed in section every six years. The term of the contract requested being six year, allows for a complete cycle of inspections to be undertaken;

- Approves a variation to the Procurement Manual section 10.21 for the continuation of a maximum term of a term service contract for infrastructure or planning and advice for a Streetlight Maintenance and Renewals contract for a minimum of 5 years, with the potential of two one year extensions (5+1+1). This is a collaborative contract with New Plymouth District Council, the commencement date being 4 September 2023.

1.3. Endorsement of the Procurement Strategy

A decision report will be prepared to go before the Policy and Services Committee meeting in October 2026 once the new Council meeting dates have been agreed, seeking the endorsement of this procurement strategy by Council. It is expected that this strategy will be received and adopted at the full Council Meeting in October 2026.

2.0
Policy Context

2.0: Policy Context

The Roading Procurement Strategy is set in the context of:

- The Stratford District Councils;
  - Vision Statement
  - Community Outcomes;
  - Strategic Goals and Objectives; and
  - Other Council Outcomes

2.1. Vision and Community Outcomes

Council has spent time reviewing its vision statement for the district. Our Vision as per the recent Long-Term Plan is to aspire to be:

> ***A Welcoming, Inclusive, Safe community – Te Pūmanawa o Taranaki.***
> Te Pūmanawa o Taranaki translates as 'The Beating Heart of Taranaki.'

To the deliver the vision we will develop strategies, policy and procedures that facilitate and encourage a welcoming, resilient, connected and enabling district. council has a role on behalf of the community it represents in planning, delivering and monitoring parts of this vision. Council has held workshops and used community feedback to refine the outcomes to better reflect what is important to Stratford. These are used to provide direction and inform Council on service delivery and resourcing. These community outcomes are provided in **Table 1** and include:

- Welcoming;
- Resilient;
- Connected; and
- Enabling

The Community Outcomes echo and support the principles of Rule 8: Economic Benefit to New Zealand and public value through procurement discussed in Section 2.4 of this strategy. SDC Community Outcomes are, in effect, able to deliver the intent of Rule 8: Economic Benefit to NZ.

Table 1: Council Community Outcomes and Delivery on the Procurement Strategy

Community Outcome	What Council Will Do	How does this Strategy Support these Outcomes
Welcoming	• We celebrate the unique stories of our district. • We are inclusive and value our diversity. • Stratford is a friendly place where our visitors feel welcomed. • Our diverse community feels safe and supported. • We promote the district as the place to visit, live, play, learn and work	• Our procurement will reach out to those who otherwise have less access to opportunities within the community. • Our procurement will encourage local suppliers and contractors in order to promote and develop businesses within the district. • Our procurement will encourage growth within the district by the investment of household rates into the roading network.
Resilient	• We consider our natural resources as taonga (treasures) and we will work with our treaty partners and the community to protect and look after them. • We support a low-emissions future for our community. • We enable our rangatahi (youth) to be sustainable leaders. • We strive to have resilient infrastructure that meets the	• We source materials locally to reduce the transportation costs and emissions. • We have a Waste Minimisation Plan to reduce and re-use wherever possible. • We encourage innovation for the recycling of materials to be used in construction. • We consider the impacts of climate change on our infrastructure, e.g., culvert sizes.

Community Outcome	What Council Will Do	How does this Strategy Support these Outcomes
	current and future needs of the district. • We respect and apply Te Ao Maori values and Mataurangia Maori (knowledge) in our mahi (actions/work)	
Connected	• We provide opportunities for families and people of all ages to connect with others in the community. • Our community is engaged and actively participates in democracy. • We value local knowledge when making decisions. • We advocate for the services that our community needs to live safe and healthy lives. • We welcome opportunities to work in partnership with others to help achieve our community outcomes. • We are committed to fostering meaningful and genuine partnerships with Mana Whenua.	• We provide a safe roading network through the programme of safety improvements. This is currently funded entirely by SDC as there was no approved allocation for the Low-Cost Low Risk Improvements work category. • Council has adopted our Connecting our Communities Strategy (Walking and Cycling) to encourage sustainable transport options within the district. • We have a strong connection to our community and we are in-tune with their requirements.
Enabling	• We are a business friendly district • We encourage a diverse and sustainable business community. • We enable economic growth by supporting business investment and development. • We support the growth of employment opportunities within our community; with a particular focus on our rangatahi (youth). • We carefully balance the needs and wants of our district when funding services and infrastructure. • We encourage partnerships to collaborate with Mana Whenua for the benefit of the Stratford district.	• We maintain a resilient network to ensure goods are delivered to the market place in order to enable growth. • We include local contractors in our procurement where their skill set is suitable for the project.

2.2. Strategic Goal and Objectives

SDC has developed goals and supporting objectives to direct its efforts towards the achievement of the desired outcomes.

The Roading activity goal is:

> ***To ensure a safe, accessible, resilient and appropriate land transport network that supports growth and remains sustainable to meet the needs of current and future communities.***

The principal objectives are:

- To plan for, and forecast, the investment for the future maintenance and provision of the roading infrastructure in perpetuity, to anticipate growth and demand trends that may affect this level of investment.
- To ensure that all infrastructure assets meet adequate safety and service standards.
- To monitor and assess the performance and compliance of the various roading components.
- To maintain an adequate management system for all matters relating to the roading infrastructure; and
- To provide for informed community consultation.
- To provide the right treatment in the right place at the right time.
- Incorporate the One Network Framework into the current and future maintenance contract to ensure the procurement of services is consistent with the road classification within the ONF framework.

2.3. Other SDC Outcomes

SDC considers that the following outcomes are in the delivery of successful procurement outcomes for the district.

- Sustainability;
- Health and Safety;
- Value For Money;
- Support for Local Procurement;
- Competitive ad Efficient Markets; and
- Fair Competition among Suppliers;

2.3.1. Sustainability

As per the SDC's Procurement Policy, "Council has a commitment to sustainability and environmental protection. Where cost-effective and legal, this will be pursued by promoting purchasing practices which:

- *Conserve water resources.*
- *Demonstrate energy efficiency.*
- *Minimise waste.*
- *Have low toxicity and/or will protect the environment and public health.*
- *Maintain environmental safety and quality.*

  Consideration of any sustainability requirements should be made at the procurement planning phase. The competitive tendering process may include a criteria weighting for sustainability and environment protection. This will be decided by the evaluation team."

This outcome is consistent with principles of Rule 8: Economic Benefit to NZ of *'Reducing Emissions and Waste'*.

2.3.2. Health and Safety

Health and Safety of contractors and the general public is a crucial part of every procurement process. SDC prioritises this outcome by marking it, during Tender Evaluation, both:

- An Eliminator – with Pass/Fail pre-condition in the requirement for pre-qualification of contractors, where pre-qualification is a necessary condition to advance to the next stage of the evaluation process; and
- A Differentiator – where SDC assigns the appropriate weighting to Health and Safety as part of the Tender Evaluation attributes and require the Tenderer's Health and Safety and other related documents. These documents are then evaluated and scored based on the quality of information supplied.

This outcome is consistent with the principles of Rule 8: Economic Benefit to NZ *'Improving conditions for New Zealand workers*.

2.3.3. Value for Money

The concept of ***Value for Money*** is crucial as it considers the projected whole-of-life cost as more important than the upfront quoted price. This concept is embedded as a key principle in Councils Procurement Policy.

Value for Money is a key driver for SDC and the New Zealand Transport Agency as our rating base is small. With the flow on effects of Covid-19, the world's economy has changed, the New Zealand Transport Agency is under pressure to reduce costs or re-prioritise the spending on the Roads of National Significance. This is evidenced through the reduction in funding of footpath maintenance and renewal. Also SDC was one of 63 TLA's who received zero funding for the Low-Cost Low Risk Improvements work category.

Ensuring we obtain a fair value for the works we procure is vitally important. Being smarter about what and when we procure will enable SDC to fulfil our annual works programme to deliver our Community Outcomes. An example of this is the preparation; tendering, and letting of contracts through the winter months to provide contractors sufficient time to complete the physical works before the 30th June each year.

2.3.4. Support for Local procurement

This is another procurement principle in the Councils Procurement Policy. It aims to support local businesses where practicable. The principles of the 'local' procurement policy are:

- To promote local economic sustainability and growth;
- To encourage business activity by local rate paying firms, where they are competitive suppliers in respect of price and quality; and
- To minimise transport costs and their environmental effects through measures which provide for Council to buy from local sources, where competitive.

'Local' in this sense refers to the proximity of the location of supplier. The objective is to:

- provide opportunity to small and medium -sized enterprises;
- provide opportunity for local employment; and
- support reduced emissions and waste.

As noted above the local contractors have been successful in winning some of the contracts we have let. Fulton Hogan do use local contractors as sub-contractors, for example Moratti Earthmoving, Professional Excavation (concrete work), and Walter Pease who is based in Whangamomona, so ideally placed for earthworks in the eastern hill country of the district.

2.3.5. Competitive and Efficient Markets

The balance between effective competition and efficiency of procurement processes is essential to achieving value for money over the long term.

Procuring large scale contracts within Taranaki tends to attract the attention of two national contractors - Downer and Fulton Hogan. This is primarily due to remoteness of the region and these contractors have already established themselves in the region and have done so for at least 18 years plus. This is a key outcome in our procurement process.

This outcome is consistent with the principles of Rule 8: Economic Benefit to New Zealand of:

- Increasing awareness for New Zealand Business; and
- Improving conditions for New Zealand workers.

2.3.6. Fair Competition among Suppliers

Ensuring competition supports the achievement of 'value for money' that is sustainable in the long term. Creating a market place where small to medium size contracting firms can compete with major national firms is a good starting point.

SDC's philosophy is to encourage small local contractors to bid for work that SDC offers to the market. If we can use local contractors for some of the smaller projects this is beneficial to the local community as we are effectively returning money back into the local economy. SDC encourages larger contractors to use local contractors, maybe as sub-contractors. This has been very successful with Fulton Hogan, providing the local contractors meet Fulton Hogan's and our own Health and Safety requirements. Typically, we have used local earthworks contractors for water table renewals, clearing roadside drains, removing slips, and spreading metal on the unsealed road network.

This Council Outcome is consistent with the principles of Rule 8: Economic Benefit to NZ of:

- Increasing awareness for New Zealand Business;
- Increase the size of construction skills and training; and
- Improving conditions for New Zealand workers.

2.4. Economic Benefit to New Zealand and Council Alignment

Stratford District Council recognises that procurement can deliver benefits beyond the direct purchase of goods, services and physical works. Procurement should support **public value**, **competitive markets**, **workforce capability**, **environmental outcomes and economic benefit to New Zealand**, while maintaining fair and transparent competition.

The Government Procurement Rules – 5th Edition introduced Rule 8: Economic Benefit to New Zealand, replacing the previous Broader Outcomes framework. Council will have regard to these principles when planning procurement activities. For transport activities funded or part-funded through the National Land Transport Fund, the NZ Transport Agency Procurement Manual takes precedence where applicable.

Economic benefits will be considered where they are relevant and proportionate to the value, risk, complexity and duration of the procurement.

2.4.1. New Zealand Business and Competitive Markets

Council will seek to maintain a competitive supplier market while providing opportunities for New Zealand businesses, including small and medium-sized enterprises and regional suppliers, to participate in Council procurement.
This may include:

- appropriate market engagement;
- providing adequate notice of upcoming opportunities;
- structuring contracts to encourage competition;
- avoiding unnecessary barriers to participation; and
- encouraging use of capable New Zealand businesses within contractor supply chains.

Stratford District Council encourages local contractors to bid for contracted work which falls outside the terms of the General Roading Maintenance contract. On some occasions, for works less than $100,000, SDC Procurement Policy requires three quotes from local suppliers and contractors. This provides an avenue for regional business to work with SDC.

The principles of Rule 8: Economic Benefit to NZ is supported by all Council's Community Oncomes in Section 2.1 and other Outcomes in Section 2.3.1 to 2.3.6.

2.4.2. Employment, Skills and Workforce Development

Increasing the size and skill level of the domestic construction sector workforce and provide employment opportunities to targeted groups.

The availability of appropriately skilled personnel is important to the long term-term resilience of the civil construction and infrastructure sector. Council recognises that longer-term procurement arrangements and significant infrastructure contracts can provide opportunities to increase workforce capability and create sustainable employment pathways.

Where relevant to the scale and duration of a procurement, Council may seek commitments from suppliers relating to:

- Apprenticeships and recognised industry training;
- Graduate and cadet development;
- Workforce upskilling and competency development;
- Employment pathways for people entering the civil construction sector;
- Work experience and exposure to infrastructure careers;
- Knowledge transfer between contractors, consultants, subcontractors and council staff

The principles of Rule 8: Economic Benefit to NZ is supported by all SDC's Community Oncomes in Section 2.1 and other Outcomes in Section 2.2.3, 2.3.4 & 2.3.6.

2.4.3. Youth Employment Pathways

Council supports initiatives that provide young people with pathways into sustainable employment and training.

Since the commencement of the Mayoral Taskforce for Jobs (MTFJ) in 2020, SDC has successfully placed 114 school leavers in jobs with local businesses. This has been an outstanding achievement over the two years the programme has been operating. Central Government has recently extended funding for this initiative to facilitate skills training.

Our roading maintenance contractor, Fulton Hogan, is actively seeking young employees by approaching through approaches to the Stratford High School. With resources in short supply, engaging with the schools to offer school leavers a career in the construction industry, is seen as an opportunity for succession planning.

As part of Council's procurement evaluation, suppliers will be assessed on their commitment to supporting local employment outcomes through partnership with Stratford District Council's Mayors' Taskforce for Jobs (MTFJ) programme.

In particular, Council will give weight to suppliers that:

1. Provide the MTFJ programme with information about current and upcoming employment opportunities within their business.
2. Engage with MTFJ to identify and consider local youth candidates for these positions.
3. Where feasible, offer opportunities such as work experience, apprenticeships, or permanent employment for young people registered with the MTFJ programme.

This evaluation criterion reflects Council's objective to strengthen local procurement benefits and support youth employment pathways in the Stratford District.

2.4.4. Workforce Conditions, Health and Safety and Supplier Capability

Improving conditions for workers and future-proofing the ability of New Zealand business to trade.

Council is committed to ensuring that works procured through the Roading Activity are delivered by organisations that have the capability, systems and resources required to undertake the work safely and effectively.

Health and Safety requirements are appropriate to the nature and level of risk associated for Roading Activites. SDC's Health and Safety Pre-Qualification process requires all contractors to meet a pre-determined level of health and safety before they can be engaged for any work. This ensures the welfare and safety of construction workers is improved and retained at a consistent level. The pre-qualification approval has to be renewed every two years, whereby the supplier provides evidence of new personnel, training records and any changes to the supplier processes and procedures.

The principles of Rule 8: Economic Benefit to NZ is supported by all Council's Community and Other Council Oncomes in Section 2.1 and 2.3.

2.4.5. Environmental, Innovation and Regional Outcomes

Supporting the transition to a zero net emissions economy and reducing waste from industry by supporting innovation and designing waste out of the system.

Council recognises the opportunity for procurement to support environmental improvement, innovation and regional resilience while delivering the required regional outcomes.

During procurement planning, Council will consider whether opportunities exist to:

- Reduce waste generated from construction and maintenance activities;
- Reuse or recycle suitable construction materials;
- Improve resource and material efficiency;
- Reduce unnecessary transport movements and associated emissions;
- Encourage the use of lower-emission materials, plant, equipment and construction practices where technically and economically appropriate;
- Improve resilience and whole-of-life performance of infrastructure;
- Encourage innovative construction, maintenance and asset-management methods;
- Increase the durability and service life of assets;
- Improve productivity and cost efficiency

Examples within the Roading Activity include using local material suppliers (for example, Vickers Quarry, Midhirst) and local contractors, the reduction in travel distance from depot to site assists with reducing emissions. Our Waste Minimisation Strategy provides direction and information for waste minimisation initiatives for businesses and identify opportunities for reducing commercial waste.

Being open to new techniques and innovation where recyclable materials can be incorporated into construction materials, assists in the delivery of these targets. The use of recycled glass in aggregates and asphalt, plastics in drainage pipes are some examples. Moving to emulsion-based bitumen for our resealing programme to reduce emissions generated by this activity.

The principles of Rule 8: Economic Benefit to NZ is supported by Council's Community Outcome of Sustainable Environment and Connected Communities. It is also supported in Sections 2.3.1 and 2.3.4 of Other Council Oncomes.

Table 2: Alignment of Council Outcomes Against Waka Kotahi's Rule 8: Economic Benefits to NZ

		Rule 8: Economic Benefits to NZ

	Stratford District Council Outcomes	NZ Business	Employment, Skills and Workforce	Workfoce conditions, H&S	Envionmental, Waste and Regional
	Community Outcomes				
1	Welcoming	✓	✓	✓	
2	Resilient	✓	✓	✓	✓
3	Connected	✓	✓	✓	✓
4	Enabling	✓	✓	✓	
	Other Council Outcomes				
5	Sustainability				✓
6	Health and Safety			✓	
7	Value for Money	✓	✓	✓	
8	Support for Local procurement	✓	✓	✓	✓
9	Competitive and Efficient Markets	✓		✓	
10	Fair Competition among Suppliers	✓	✓	✓	

2.5. Other District Context

Other factors considered important to take into account are discussed below.

2.5.1. Section 17A Review

During the section 17A review workshops with elected members, there was no appetite to include the Roading Maintenance Contract in this review. The reasons for not including the contract were in the main:

- The expiry dates of the maintenance contracts across the region did not align.
- The cost of setting up an “in-house workforce” would be prohibitive.
- Purchasing of plant; equipment and a suitable depot would be cost prohibitive.

2.5.2. Level of Service Review

During the development of the Long Term Plan 2024-2034 we discussed with elected members three levels of service for the roading activity. The discussions centred around the available funding for the activity. The options discussed were:

- Maintain the existing level of service for the community. This required a budget of $10,625,000 for the first year, thereafter a 5% year on year increase for years two and three.
- A reduced level of service. This equated to $7,570,000 for year one, thereafter a further 5% year on year increase for years two and three.

- Reduce the level of service to 50% of what is required. This equated to a budget of $5,355,000 for year one, thereafter a further 5% year on year increase for years two and three.

When the Long Term Plan was adopted in July 2024, the elected members agreed to the reduced level of service option which equated to 80% of the budget required or $8,500,000.

2.5.3. Organisational Polices and Plans

The Council has a current Procurement Policy which has been developed for use by council officers, current and potential suppliers, elected members, ratepayers and government funding agencies, and applies to all procurement, regardless of the value. The purpose of this policy is to ensure Council, when procuring goods, works or services:

- achieves the right outcomes and value for money;
- manages risk effectively;
- allows council officers to exercise business judgement by enabling flexibility and fluid, innovative approaches to procurement;
- demonstrates fairness; and
- has health and safety risk management at the forefront.

SDC also maintains a Waste Minimisation and Management Plan (WMMP) which presents a 5-year Action Plan for the management and minimisation of waste in the Stratford District.

2.5.4. The Regulatory Environment

SDC has statutory obligations under the Land Transport Management Act (LTMA) 2003 to maintain a road network within the district and the transport activity is delivered by the Council. SDC has an obligation to provide a safe and efficient road network that enables the movement of people and products, both within and through the district. An effective road network is also essential to ensuring the economic growth, sound well-being of the community, through the provision of access and mobility for people, goods and services.

Further to the requirements of the Land Transport Management Act 2003 the transport activity is also guided by the following legislative documents:

- Government Policy Statement;
- New Zealand Transport Agency “Arataki”;
- One Network Framework; and
- Regional Land Transport Plan.

2.5.5. Consultancy

SDC currently provides its technical services via an in-house business unit, rather than using consultants. The Business Unit provides technical advice, procurement, contractual management, data collection and other consultancy functions as required.

The cost of the in-house business unit is recovered through Work Category 151.

2.6. Why continue with the in-house business unit?

This option was chosen because it offered the following advantages:

- Long standing knowledge and expertise is retained in-house. As the staff members are council employees, professional intelligence issues do not arise and the full knowledge of the business unit is available to the Council at all times at no additional cost.
- Overheads can be spread over additional Council departments as the Business Unit are available as an internal consultant for other teams within council, for example, Environmental Services, in regard to planning/consenting issues. Overheads would be reduced without the

business unit, but probably not in direct proportion, which means that overhead charges would be higher across other departments.
- There are opportunities for business unit staff members to be utilised from time to time by other Council departments. This is an important consideration in a small local authority with limited staff numbers and budgets.
- Outsourcing professional services to consultants would result in a significant increase in the cost of Network and Asset Management work category, thereby negating the “value for money” the current in-house business unit provides.

2.7. Network Management

The level of service, including ride comfort, safety and the general appearance of the roading network is dependent upon how well maintained the asset is maintained. With the contractor developing his work programmes from regular inspections, this allows SDC to undertake targeted maintenance where necessary. We work closely with our maintenance contractor to ensure the right treatment is applied to the right location at the right time.

The management of the roading network can be broadly categorised into two work streams:

- Planned Maintenance, including Routine maintenance and Capital works programme; and
- Un-planned or Reactive Maintenance, as triggered by climatic change impacts; asset failure damage or vandalism, fly tipping, etc.

The majority of the work undertaken on our network is by the maintenance contractor Fulton Hogan. Due to the diverse nature of the works and the geographical challenges of the district, Fulton Hogan has engaged local contractors to assist with slip clearing, water tabling and attending to emergency or minor events.

3.0

Procurement Programme

3.0: Procurement Programme

Council is required to follow the NZ Transport Agency's Procurement Manual when it engages a roading contractor, as detailed in the NZ Transport Agency Procurement Manual.

In addition, Council has its own procurement policy, which is to be followed when goods or services are being purchased. The policy can be found in the SDC Policy Manual.

The Stratford District Council's procurement programme is discussed under the following headings:

- General Roading Maintenance, Resurfacing, Rehabilitation and Roadmarking 2019-2022;
- Other Works outside of the terms of the maintenance contract;
    - Streetlight Maintenance and Renewals 2023 – 2028. This is a collaborative contract with New Plymouth district Council;
    - Professional Services Contract for Inspection and Management of SDC's Structural Assets 2020 – 2026; and
    - Site specific contracts which are outside the terms of the General Roading Maintenance and Renewals contract.

3.1. General Roading Maintenance Contract Works

The Council's "General Roading Maintenance, Resurfacing, Rehabilitation and Roadmarking Contract 2019-22", requires the contractor to provide not only physical works but also a degree of professional services for significant aspects of the work. The contractor will be expected to develop, execute and monitor maintenance strategies which will ensure the proper and long-term performance of Council's roading asset. This will include any changes to the level of service we provide to our community using the One Network Framework. The differential levels of service currently being developed by the Roading Efficiency Group will have a bearing on the way the contract currently operates.

The contract is due to expire on 30 June 2028.

The contractor will be required, unless specified otherwise, to provide a complete maintenance service for all elements included in the Contract. This will include:

- The identification of maintenance needs within the defined work categories contained in the specifications.
- Undertaking all necessary inspections, reporting and programming of work required.
- Providing all labour, plant and materials to effect prompt and efficient maintenance of the district's assets included in the Contract.
- Executing the works to specification requirements in a safe efficient and timely manner while minimising any inconvenience to the public.
- Undertaking the annual resealing programme in accordance with NZTA P17 and M10.
- Undertaking sealed road pavement rehabilitation projects as defined throughout the duration of the contract period.
- Complete the annual roadmarking programme.
- Responding promptly to emergencies and minimising as far as possible any resultant damage.

3.2. Works outside of the General Roading Maintenance Contract.

The Council also procures work outside of the General Maintenance Works in the:

- Streetlight Maintenance and Renewals Contract 2023 – 2028;
- Professional Services for Inspection and Management of SDC's Structural Assets 2020 – 2026;
- Site specific contracts which are outside the terms of the General Roading Maintenance and Renewals, including, but not limited to:
    - Road safety improvements funded by SDC;
    - Emergency works remediation projects;
    - School safety Improvement projects funded by SDC;
    - Structural assets renewal/replacement projects.

3.2.1. Streetlight Maintenance and Renewals Contract 2023 - 2028.

This joint contract is consistent with Section 17a of the Local Government Act 2002, as both NPDC's and our streetlight maintenance contracts expired at the same time.

The new contract commenced on 4 September 2023. The term of the contract will be a minimum of five up to a maximum of seven years. The form of the contract will be a Measure and Value using the NEC4 STSC

The scope of this maintenance contract includes:

- Monthly inspections.
- Programming and undertaking routine maintenance of streetlight stock.
- Fault investigation.
- Updating the asset inventory via RAMM Contractor.
- Validating RAMM data and condition rating of the streetlights.
- Reporting additional works that maybe required over and above the routine maintenance.
- Undertaking ordered works following an instruction from the Engineer.
- Responding to emergency repairs on a 24-hour basis.
- Forward works programming.
- Maintenance of Waka Kotahi's streetlights on the State Highways within the two districts.
- Renewal of streetlight columns as identified through the routine inspections as budgets allow.

3.2.2. Professional Services Contract for Structural Assets 2020 – 2026.

In June 2021 we let this contract to a local consultancy company, Red Jacket Limited, as the Professional Services providers to undertake annual inspections of the council's structural assets. This is the first contract of its kind for the Stratford District Council. Other contracts with professional service providers have been via Short Form Agreements or specific one-off commissions.

The general scope of this proposed contract covers:

- Inspection of all structural assets of Stratford district council, including, bridges, retaining walls, tunnels, large diameter culverts (≥1200mm diameter), earth drives, pipe bridges and an external inspection of reservoirs.
- Inspection of Parks bridges;
- Inspection of playground equipment
- Delivery of inspection reports.
- Recommending maintenance programmes.
- Developing medium and long term (10 year and 30 year) structural replacement programmes, based on condition of the structure.
- Bridge posting for over-weight vehicles.
- Approval of over-weight permits for non HPMV approved routes.

Currently the bridge inspection programme is split into two regions; Front Country (Mt Taranaki to Douglas) and Back Country (Douglas to Ruapehu District boundary) in order to spread the workload and reduce the annual cost of inspections. The requirement of this proposed contract is for inspections to alternate between Front and Back Country areas. As well as being national best practice, it is recommended that every six years a detailed inspection is undertaken on structural assets. The duration of this professional services contract is for two years with potentially two extensions of two years, (2+2+2). We have just begun the last two year period.

This six year contract will be re-tendered in 2027 to comprise of two cycles of general structural inspections and one cycle of detailed inspections for bridges, stock underpasses and large diameter culverts with a waterway area greater than 3.4m2. The duration of the contract allows for one cycle of inspections of our retaining wall assets, typically undertaken on a six year basis. We have utilised this contract to inspected pipe bridges, footpath bridges, playground equipment and our reservoirs.

3.2.3. Site specific contracts.

These site-specific contracts are those which are outside the terms of the General Roading Maintenance and Renewals contract. These are generally:

- Road safety improvements;
- Crown Resilience Funded projects;
- Geometric and intersection improvements;
- Emergency works remediation projects; and
- Structural renewal/replacement projects

Projects that are under this category are managed either in house or by external consultants. Any procurement for these works will align to SDC and NZ Transport Agency procurement policies and procedures.

3.3 Summary of Existing Contracts.

Shown in table 3 below are the current main contract arrangements that Stratford District Council operates.

Table 3: Summary table showing the main contracts currently in progress.

	Contract Area	Start Date	Expected Completion Date	Contractor	Forecast Annual Expenditure
1	General Road Maintenance	1/7/2019	30/6/2028	Fulton Hogan	$6,950,000
2	Streetlight Maintenance and Renewals	4/9/2023	3/9/2028	NPE-Tech Limited	$83,500
3	Inspection of Structural Assets	1/7/2021	30/6/2027	Red Jacket Limited	$80,000

3.4 Contracts to be Re-tendered.

There are two main contracts to be re-tendered during the period of this Procurement Strategy. These are shown in table 4 below.

Table 4: Contracts to be re-tendered between 2025-28.

	Contract Area	Tender Date	Tender Method	Start Date	Expected Completion Date	Contract Term	Forecast Annual Expenditure
1	General Road Maintenance	14/1/2028	Price Quality Method	1/7/2028	30/6/2038	7 + 3	$8,100,000
2	Inspection of Structural Assets	1/3/2027	Price Quality Method	1/7/2027	30/6/2033	4 + 2	$95,000

4.0

Procurement Environment

4.0: Procurement Environment

4.1. Analysis of Supplier Market

With South Taranaki District Council un-bundling their maintenance contract, this has generated eight maintenance contracts in the region. This are listed below in table 3 for reference.

Table 5: Maintenance Contracts within Taranaki

	Contract Area	Approved Organisation	Expected Completion Date	Contractor
1	General Road Maintenance	South Taranaki	30/6/2028	Fulton Hogan
2	Unsealed Road Maintenance	South Taranaki	30/6/2028	Superior Civil Construction Limited
3	Street Cleaning	South Taranaki	30/6/2028	Chemwash Taranaki Limited
4	Vegetation Control	South Taranaki	30/6/2026	Downer NZ Limited
5	High Shoulder Removal	South Taranaki	30/6/2026 (possibly 30/6/2028)	Offshore Plumbing Services Limited
6	Pavement Repairs	South Taranaki	30/6/2026 (possibly 30/6/2028)	Graham Civil Construction Limited
7	New Plymouth Urban and Rural	New Plymouth	30/6/2029	Downer NZ Limited
8	Stratford Urban & Rural	Stratford	30/6/2028	Fulton Hogan

New Plymouth District Council (NPDC) have just entered into their 6th year of their 10 year Infrastructure Term Service Contract. This contract includes the following:

- Maintenance and Renewals of Transportation activity;
- Maintenance and Renewals of Parks assets on the Transport Corridor;
- Water Reticulation Renewals;
- Waste Water Network Renewals

The other major maintenance contracts are:

Table 6: Other Notable Contracts

	Contract Area	Approved Organisation	Expected Completion Date	Contractor
1	West Wanganui State Highways	New Zealand Transport Agency	30/6/2027 + 2 subject to performance.	Downer
2	Open Space Management	Stratford	30/6/2024 + 2 subject to performance	Downer
3	Stratford Water Services	Stratford	30/6/2024 + 2 subject to performance	CityCare
4	Facilities Maintenance Contract	Stratford	30/6/2024 + 2 subject to performance	Fulton Hogan
5	Open Space Maintenance	South Taranaki	30/6/2027 + 5 subject to performance	Downer
6	New Plymouth Water Services	New Plymouth	30/6/2027	CityCare

	Contract Area	Approved Organisation	Expected Completion Date	Contractor
7	New Plymouth Water Meter Installation	New Plymouth	30/6/2024	Offshore Plumbing Services
8	South Taranaki Water Services	South Taranaki	30/6/2027	Veolia
9	Kerbside Collection Contract	SDC, STDC and NPDC	30/9/2034	Waste Management

4.2. Capable Regional Contractors

The following contractors operate within the Taranaki region and are capable delivering Roading Projects:

- Downer;
- Fulton Hogan;
- Whitaker Civil Engineering;
- Burgess and Crowley Construction Limited;
- Veolia – Water;
- Offshore Plumbing Services – Water;
- Superior Civil Construction Limited;
- Graham Harris 2000 Limited;
- Excavat Limited.

4.3. Current Procurement Expenditure and Profile.

Below in Table 5 is an extract from NZ Transport Agency's Transport Investment Online (TIO) showing the approved allocation for the current NLTP period.

Table 7: Funding for 2024-2027 NLTP period

	Activity Summary	2025/2026 (NZD)	2026/2027 (NZD)	2027/2037 (NZD)
1	**Local Roads**			
	Local Road Operations	3,275,502	2,754,369	29,963,436
	Local Road Pothole Prevention	4,970,330	5,321,426	43,241,653
	Walking and Cycling	83,123	93,849	2,396,270
	Local Road Improvements	1,149,433	642,019	
2	**Low Cost /Low Risk Improvements including Road to Zero**	450,000 (SDC funded)		18,955,000
	Total (NZD)	**9,478,388**	**8,811,663**	**94,556,359**

4.4. Approved Organisations Impact on our Procurement Programme

Stratford District Council has just commenced the final year of a seven-year maintenance contract with Fulton Hogan. This contract was signed in May 2019. At the commencement of the contract, Fulton Hogan were required to provide the following documents for SDC approval:

- Contract Management Plan;
- Quality Plan;
- Environmental Plan;
- Health and Safety Plan; and
- Traffic Management Plans.

With New Plymouth District Council awarding a 10-year maintenance and renewals contract in 2019, this has set the scene locally for other districts to consider longer term contracts subject to NZ Transport Agency's approval.

SDC is seeking permission to award a contract for 10 years from 1 July 2026 for the following reasons:

- This can provide greater market interest for contractors who are not based within the Taranaki region.
- This could lead to competitive pricing from a bigger pool of capable contractors, rather than the two tier 1 contractors currently based in the region.
- Provide greater efficiencies through the development of long term relationships and knowledge of the roading network.
- This would provide greater surety for contractors to invest in new plant, staff, engage with the local high school to attract school leavers into the construction industry.
- Time to develop new techniques and innovative methods of working to provide better value for money.

South Taranaki District Council did not offer further extension to their two maintenance contracts. Instead they chose to de-bundle the contracts as they believed there would be financial savings, as well as local contractor interest in the smaller packages of work.

As noted in the recommendation in section 1, SDC is considering a longer-term contract for the next version of our maintenance contract. This would be consistent with our partners, NZ Transport Agency, New Plymouth District Council. A 10 year maintenance contract appears to be the industry standard contract period for the reasons outlined above.

Table 8: Current Maintenance Contracts

Contract Area	Approved Organisation	Commencement Date
New Plymouth Urban and Rural	New Plymouth District Council	1/7/2019
West Wanganui State Highways	New Zealand Transport Agency	1/7/2020

The existing General Roading Maintenance contract potentially expires on 30 June 2026. As neighbouring TLA's (New Zealand Transport Agency, NPDC), have nine and ten year contracts, SDC should consider longer term contracts with a view that this could attract contractors to bid, who currently do not have a presence in the Taranaki region. This will provide the contractors the opportunity to invest in resources locally, provide greater efficiencies through improved knowledge of the network as well as providing greater certainty of work to invest in plant and equipment.

5.0
Work Programme Delivery Approach

5.0: Work Programme Delivery Approach

Levels of Service (LoS) define the form and quality of service that the Stratford District Council provides to the community. They are the balance between what the community wants and what the community is willing to pay for.

The Roading activity encompasses the management, maintenance and provision of rural and urban roads, footpaths, kerb and channel, street lighting and associated infrastructure for the district excluding State Highway 43 (SH43) and State Highway 3 (SH3). The Roading activity goal is:

The Roading activity contributes to the district's social and economic well-being, and supports the following desired Community Outcomes from the Stratford District Council's LTP:2024-2034

- Affordable high quality core services and facilities.
- Smart, vibrant and prosperous district.
- Growth.
- Stratford district as a unique destination.

5.1. The Procurement Approach

The Council's procurement process follows the eight-stage procurement life-cycle below. The life-cycle model is preferred as it allows for refinement of the procurement process and for learnings from previous activity undertaken to contribute to future procurement process improvement.

Our Procurement framework includes:

- Strafford District Council Procurement Policy;
- Procurement Manuals (SDC & Waka Kotahi NZTA);
- The Roading Procurement Strategy;
- The Government Procurement Rules; and
- National Procurement guidelines



Source: (Recoloured from) the Ministry of Business, Innovation and Employment.

5.1.1. Value for Money Principle

'Value for money' is the principal driver of performance; this concept can be illustrated with the following equation:

$$\text{Value for money} = \frac{\text{Functional Performance}}{\text{Resources Consumed}}$$

In this equation 'Functional Performance' is described as the gain received from the investment in terms of economic, social and environmental performance. SDC considers such intangibles as innovation, design and integrity, safety and human development in its measure of 'Functional Performance'.

'Resources Consumed' include the cost incurred to deliver the functionality sought. Therefore, in SDC's view best 'value for money' from any activity is a result of extracting the greatest performance out of any activity and delivering the work for the most efficient cost, where both performance and cost are assessed in economic, social and environmental terms.

5.1.2. Innovation, Complexity, Scale, Risk and Assessment of Supplier Market.

Innovation - Reduced budgets, high user expectations and demand issues is common and there is a growing recognition of the role of procurement in encouraging innovative responses to meet these challenges. Innovation can be broken down into the following categories:

- Leadership – SDC encourages a culture which allows in-house staff and external suppliers to think about new ways to do things. As SDC is a small council, we can resource projects as required to external suppliers who can look at our network with 'fresh eyes'. Alternative procurement procedures – SDC allows alternative tenders in the competitive tendering process
- Public Sector Innovation – Consultation with the community who know the environment best and often has solutions or ideas to improve the network
- Work with Suppliers – Identify potential problems in the project so suppliers can provide solutions in the tendering process.

Complexity and Scale - SDC's procurement process allows for staggered approach for procurement, depending on the value and complexity of the project. Our procurement levels are as follows:

- < $10,000 – There are no formal procedures for procurement with a value of less than $10,000 but council officers are to ensure preferred suppliers are used, where applicable.
- $10,001 to $30,000 – Where the proposed procurement value is between $10,000 and $20,000, at least two written quotes must be obtained
- $30,001 to $100,000 –At least three written quotes or written quotes from all available suppliers should be obtained unless the purchase is for specialised goods/services where there is a limited market, WITH an exemption from a Director or the CEO.
- >$100,000 - Any expenditure with a procurement value over $100,000 must go through the formal public tendering process.

Risk - Managing risk requires Council officers to:

- always act responsibly and with integrity – be fair, open and transparent and remain impartial,
- plan how and when you will engage with the market,
- make the process clear to all suppliers and manage their expectations,
- treat all suppliers the same – do not discriminate,
- do not favour one supplier over others,
- share the same information with all suppliers, for example, by briefing them together,
- be open to new players, new ideas and new solutions and do not get 'sold' on one solution,

- ask suppliers to identify any aspect of their offerings which they deem to be commercially sensitive – then ensure that information is not disclosed without the supplier's written consent, and
- keep written records of all meetings.

Assessment of Supplier Market - Our Supplier Markets are assessed based on the category of services they provide:

- Civil Works – Maintenance and Renewals. The market share is dominated by two large suppliers - Downer and Fulton Hogan. Other contractors of note are Citycare for the three waters, NPE-Tech for streetlight and traffic signal maintenance, Waste Management for kerbside collection. Small to medium locally based contractors include Superior Civil Construction, Excavat, Duthie Engineering, Bayley Earthmoving who have been successful in winning contracts in the district.
- Professional Services – Key suppliers are WSP, Beca, Arawai Consulting Engineers, Red Jacket. These have relatively similar share of the market, given that there are many suppliers. This allows for healthy competition.

5.1.3. Aggregation, Bundling and Terms Service Contracts.

We have successfully to co-joined our streetlight maintenance and renewal contracts with New Plymouth District Council into a single contract. The contract commenced on 9 September 2023 with a duration of five years with two, one year extensions (5+1+1).

From 2019 SDC included the majority of typical maintenance activities into one contract in order to present an attractive package of work for tenderers. As result we received three tenders, the incumbent at the time being Inframax, Fulton Hogan and Warner Construction.

Included in the contract are our annual resealing; pavement rehabilitation and annual roadmarking works.

5.1.4. Proposed Delivery Model(s) and Supplier Selection Method(s)

SDC will continue to use the Price Quality Method (PQM) for supplier selection for significant projects or term maintenance contracts. For site specific projects these will be advertised on GETS. Depending on the complexity of the project these will be tendered based on either PQM or Lowest Price Conforming Tender method.

5.2. Impact of the Preferred Approach on Other Outcomes

PQM gives a clear and consistent process for deciding the supplier quality premium (SQP) for each tenderer. It also makes evaluating alternative tenders much simpler. SDC believe that encouraging alternative tenders will also encourage innovation.

What matters to SDC is the delivery of the product for a fair and reasonable price, where the contractor makes a profit and we have a timely, well managed and quality product delivered.

5.3. Risk Identification and Management

SDC has developed a risk management process based on AS/NZS 31000:2009. In July 2018, the Council adopted a Risk Management Framework, Risk Management Policy, and an initial council-wide Risk Register which is regularly reviewed and updated. Specifically, the risk management process is designed to raise awareness of threats to Council and ensure appropriate mitigations are implemented to minimise either the impact or likelihood of a harm

incident occurring or both. The risks in the council-wide Risk Register are categorised by the following areas:

- Financial
- Operational
- Legislative and Compliance
- Data and Information
- Health and Safety Wellbeing
- Reputational and Conduct

Risk Management of Procurement Contracts is guided by the Council's Procurement Policy and comprehensive Procurement Manual.

Because the consequences of failing to follow a robust policy and framework can be significant in terms of the potential financial implications, reputational damage, political scrutiny, and reduced Council performance, the Council's Procurement Policy recommends the management of risks in a number of phases, summarised below. Each of these phases are addressed in further detail in the Procurement Manual.

5.3.1. Planning the Procurement – Phase 1

- Document business needs and reason/s for the procurement (Business Case).
- Develop detailed scope and design of the procurement project (Procurement Plan).
- Identify health and safety risks.
- Consideration of alternative business models such as public/private partnerships, government schemes, social enterprise delivery, and potential alternative funding sources.
- Identify desired outcomes.

5.3.2. Engaging with the Market – Phase 2

- Ensure the approach to the market is fair and accessible, acknowledging that it is the perception of openness and fairness that matters.
- Develop a set of criteria and appropriate weightings based on the risk, complexity and nature of the work required.
- Consider the benefits of using alternative approaches such as shortlisting, requesting expressions of interest (EOI), or invitation-only tenders where appropriate.
- The selection process should be fair and objective with any conflicts of interest declared prior to the appointment of the TET.
- Due diligence to be carried out on prospective suppliers.
- Ensure retention, dispute-resolution, confidentiality, contractor insurance and security clauses are incorporated into public works contracts.
- Draft contract for High-Risk Procurement should be independently reviewed by a legal professional and the Health and Safety Manager before signing.

5.3.3. Review and Monitoring – Phase 3

- Regular and timely reporting provided by contractor on specific key contractual obligations and updated in Authority contract management system.
- Implement regular performance reviews, meetings.
- Retentions held until specific performance criteria met as per Contract Schedule.
- All records, minutes, and relevant communications between contractor and council officers to be filed in Content Manager.
- Internal audit programme to review Council Officer compliance with the Procurement Policy and Procurement Manual.
- Implement regular staff training on Council's Procurement Policy, Procurement Manual, and Pre-Qualified Contractor Manual.

Note: The Procurement Policy shall not be applied to invalidate Waka Kotahi NZ Transport Agency's Procurement Manual when applied to roads maintenance and construction.

The Council manages the contractor's health and safety risk by ensuring all contractors are pre-approved by the Council's Health and Safety Adviser prior to the physical works commencing. At the tender stage we require the tenderers to provide evidence of some Health and Safety accreditation such as Worksafe – Safeplus ISO45001 or SiteWise green or gold, the CV of suitable experienced Health and Safety Officer for the contract being tendered.

The health and safety pre-qualification process is robust and requires demonstration that the contractor has the experience and capability to comply with health and safety best practice. Council officers must identify potential health and safety risks at the procurement planning phase of the procurement lifecycle.

All tenders must incorporate a health and safety section which will be assessed on a pass or fail basis.

5.4. Approach to Contract Management

SDC planning for the management of the contract commences in the procurement planning phase and continues right through evaluation and contract award. Throughout this period consideration is being given to the requirements of how the contract will be managed based on consideration of the value, complexity, strategic importance, risk, the general market maturity and the selected supplier capability.

The planning for contract management is broken down into three broad areas:

- Service delivery management
- Relationship management
- Contract administration

All three areas must be managed successfully if the contract is to be a success.

While the written contract is a record of each party's obligations, it is not designed as a management document for the contract. Therefore, SDC prepare a contract management plan. The contract management plan is formalised following the contract award; however, it is a living document and will continue to be updated throughout the life of the contract.

5.5. Variations to Procurement Procedures and Rules

The procurement of an output or activity takes place within a strategic context that is informed by the overarching procurement strategy. This context informs the delivery model best suited to managing, amongst other things, the price, risks, scope and complexity of the output. The choice of delivery model in turn informs the choice of supplier selection method. A contract is then established to purchase the required outputs. Surrounding each of these components are rules that put limitations or restrictions on the choices that can be made.

In relation to delivery models and supplier selection methods, several options are available within each procurement procedure. The Procurement manual contains guidance on which delivery models and supplier selection methods are best suited to particular situations.

When considered in this way, the procurement process can be broken down into discrete pieces of work and, due to the options available, considerable tailoring of the procurement procedures is therefore possible, all within a strategic context. This ensures that the specific procurement procedure chosen to purchase the outputs can be designed by SDC to obtain best value for money in our particular circumstances.

‘Advanced’ delivery models generally apply to more complex procurement activities and require a higher level of procurement capability and experience to ensure their success. SDC have therefore decided to retain with a tried and tested procurement procedures, i.e., the Price Quality Method (PQM) for supplier selection.

SDC’s decisions and choices are consistent with its strategy, the relevant procurement procedure and rules, with the exception of a further two-year extension of the General Maintenance Contract with Fulton Hogan approved by NZTA.

6.0
Implementation

6.0: Implementation

6.1. Capability and capacity

The current and desired state includes the current structure, roles and responsibilities within the wider organisational structure.

The Roading assets will be managed in a sustainable way, delivered by a ten-year programme to meet future demand and to preserve the long-term service potential of the assets.

The Council will monitor its targets for Roading, and review its service through surveys and feedback, and plan for continuous improvement.

Comprehensive reviews of the Asset Management Plan (AMP) and the Road Maintenance Procurement Strategy will coincide with the preparation of subsequent Long-Term Plans. Any changes resulting from increased knowledge of the assets, including their operating and financial performance, will also be expressed through the Annual Plan and Long-Term Planning process.

6.1.1. Capability and Capacity Gaps

Stratford District Council has participated in the Road Efficiency Group Workshops, since their inception in 2015. Over time, these workshops have led to including the Business Case Approach into asset management planning and incorporation into our Activity Management Plan. The focus for the latest round of workshops has been focusing embedding efficient and effective planning and delivery into our Activity Management Plan.

SDC's Roading team typically comprises the Roading Manager and a Roading Engineer. Therefore, SDC relies heavily on the supply chain of consultants, contractors, subcontractors and other specialist service providers.

Having a full complement of staff, knowledge retention within the roading team is vital, especially considering the size of the district and the "history" attached to various aspects of managing the roading network. This institutional knowledge can be catalogued in files, process maps, procedures and policies along with passing this local knowledge onto members of the team.

Outside of the organisation itself, there is a real concern within the region of the lack of resources available to undertake the physical works. With New Plymouth District Council awarding a 10-year maintenance contract to Downer, this has resulted in Downer increasing their workforce to service this contract, thus drawing on the limited pool of resources within the region.

On the horizon are numerous projects which have commenced in the last three years, these being:

- The Network Outcomes Contract for NZTA – start date 1 July 2027;
- Five maintenance contracts in South Taranaki District. The general maintenance contract and unsealed roads contract both commenced on 1 April 2025, the remainder were 1 July 2025.
- State Highway 3 Waitara to Bell Block safety improvements – the third roundabout at DeHavilland Drive is going to tender.
- State Highway 3 Mt Messenger Bypass – Work in Progress.

The State Highway projects listed above have or are being constructed by Downer or Fulton Hogan. The exception is Mt Messenger where this is an alliance comprising of NZTA, Downer, HEB Construction, Tonkin + Taylor and WSP.

That said, we do have a strong body of small contracting companies who are available to tender for the small value contracts ($100,000 - $500,000). For SDC, this would be for the

replacement of retaining walls, large diameter culverts, bridges or components of bridges, and low-cost low risk improvement projects.

6.1.2. Filling the gap.

Continue to review the best methodology for delivering roading services. This includes looking for effectiveness and efficiency gains through collaboration and shared services.

With all of the tenders we advertise we nominate the Property and Projects Manager as the Qualified Tender Evaluator along with the Roading Manager and a representative from the consultant, who typically provide the technical specifications for the contract/tender. Both the Director Assets and Property and Projects Manager have attended the NZQA Level 6 Procurement Qualification. Our Roading Engineer has just registered for this course in order to attain the Qualified Tender Evaluator status for assessing roading tenders.

In regard to the limited resources available for contracts, SDC engages with the contracting industry in order to optimise the timing of when we tender contracts, in order that we avail ourselves of the best price, certainty of programming and to support the local contracting industry.

6.2. Internal Procurement Processes

Council is required to follow New Zealand Transport Agency Procurement Manual when it engages a roading contractor, as detailed in the New Zealand Transport Agency Procurement Manual.

In addition, Council has its own procurement policy, which is to be followed when goods or services are being purchased. The policy can be found in the SDC Policy Manual.

6.3. Performance Measurement and Monitoring

The measurement and monitoring of successful procurement will be undertaken using a combination of actions including:

- Measurement against identified key performance indicators;
- Tracking performance trends;
- Developing an Improvement Plan to address areas of under-achievement;
- Regular reporting to the Council, as per Council's Procurement Policy

The Stratford District Council has undertaken to provide a safe and well-maintained Roading network that meets level of service (LoS) expectations and regulatory requirements. To ensure these expectations and requirements are met, the Stratford District Council undertakes performance monitoring of Roading activities and infrastructure through the use of performance measures and key performance indicators (KPIs).

6.3.1. Key Performance Indicators

Our current performance is monitored through key performance indicators derived from three main sources:

- The ONF performance measures;
- The Department for Internal Affairs (DIA) performance measures; and
- Council (Internal) performance measures.

The ONF Performance Measures: Under the ONF, the Stratford District Council is required to maintain the Roading infrastructure to the '*Customer Levels of Service' of Safety; Resilience; Amenity; Accessibility and Cost efficiency*.

The DIA Performance Measures: Since 2014 all local authorities have been required to comply with a standard set of performance measures. The performance measures are intended to provide information that will enable the public to contribute to discussions on future levels of service and participate more easily and effectively in decision-making processes.

The Internal Performance Measures: These are performance measures put in place by Council that are intended to inform the community about how well Council is delivering on Levels of Service and the performance of the activity assets. Currently there is only one Council specific performance measure - Customer Satisfaction – which monitors customer satisfaction with regards to the Roading Network and Footpaths.

In maintaining its roads, the Council must deliver across three Outcome categories:

- Customer Outcome;
- Technical Output; and
- Cost Efficiency.

6.3.2. Performance Reporting

Performance monitoring and reporting enable Stratford District Council to identify how well it is delivering on the agreed LoS. KPIs enable Council to regularly measure actual performance against projected targets. By doing this we are able to identify trends, areas of achievement and areas for improvement to be identified.

The results of the performance monitoring are reported internally and externally through:
- Monthly reports to Elected Members, accessible to the public via the Council website;
- Long Term Plan and Annual Plan;
- Annual Reports to our customers, key stakeholders and partners; and
- Other Reports as necessary.

6.4. Communication Plan

The Communication Plan for these 3 groups are as follows:

6.4.1. Internal Stakeholder Communication:

Our internal Stakeholders include:
- The Elected Members – We require elected members to adopt this Strategy and provide funding in the Long-term and Annual Plans. As such, elected members partner the Roading Team of SDC to provide a roading network for all
- Finance Team – Our Finance Team manage payments of claims and invoices and advise any budget issues. By working as a team across both Finance and Asset Teams, we are able to provide a culture where SDC is a preferred client for contractors;
- Assets Team – The Roading Team is part of the Assets Team. Support amongst this Team is imperative for the efficiency of Asset Management;
- Communications Team – By utilising the skills of the Communications Team, SDC is able to effectively communicate internally and externally. Our Communications Team manages SDC's social media and internet presence. Using clear, plain English is essential for all communication to be understood.

6.4.2. Other Approved Organisations and Entities:

These include:
- The Taranaki Regional Council – Helps us to understand Taranaki Region's needs. SDC actively attends RTC meetings;
- Adjoining District Councils, i.e., NPDC; and STDC – Helps us to provide a consistent network regionally. We can share ideas and solutions which help with innovation;

- Iwi - our key Iwi partners are Ngati Ruanui Te Runanga o Ngati Ruanui Trust, Te Korowai o Ngāruahine Trust and Ngati Maru;
- Stratford Business Association (SBA) – A key member in promoting opportunities for increasing our competitive market, in both supplying goods and services. Our Community Development team provide a link between the Assets Team and the SBA
- Ratepayers – Help us to learn the needs of our community. Regular communication through consultation, Social Media, and our local newspaper help us to connect with our Ratepayers.

6.4.3. Supplier Market:

These include:

- Contractors and Consultants – Procurement is through the GETS system for both invited and open competitive. Having a small contractor pool allows us to know our contractors and have a good working relationship with them;
- Goods Providers – While not directly involved for tenders, SDC is keen to promote local suppliers. This helps with our 'carbon footprint' and sustainability while also creating employment opportunities.;

6.4.4. New Zealand Transport Agency:

The New Zealand Transport Agency is our Funding Partner and is responsible for endorsing and providing on-going feedback/comments on this Procurement Strategy.

Our Roading Manager has a positive relationship with regional NZTA representatives that SDC is keen to maintain. Regular meetings with NZTA help us to understand our network needs and resources.

The New Zealand Transport Agency endorse a procurement strategy that is fair, honest and competitive so that SDC can manage its roading network in the most efficient way, as well as allowing for cost effective innovation and improvements.

6.5. Implementation Plan

The implementation of this Procurement Strategy defines the "how, when and what" the Assets Department will be delivering. It sets the framework for dealing with the "on time, on budget and to expectations" objective.

The Implementation Plan determines and defines the major phases of work that will be undertaken to achieve the desired objectives and the associated deliverables. It documents a logical sequence of events over time to progress the roading programme from concept to delivery. It also includes the work breakdown structure that details the related activities and tasks, responsibilities and timeline.

The Implementation Plan provides the following information:

- Project phases;
- Preparation of an internal procurement plan for approval by the Director – Assets;
- Consideration of the procurement methodology;
- Funding availability for the project;
- Deliverables associated with each phase;
- Major activities for each deliverable;
- Key milestones;
- Who is responsible for delivery of each major activity; and
- Any dependencies.

6.6. Corporate Ownership and Internal Endorsement

This Procurement Strategy will be presented to the council at the 23 September Policy and Services Committee Meeting. It is expected to be approved and adopted by the Full Council on 7 October 2025 Ordinary Meeting.

This intent of this Strategy is not inconsistent with Council Priorities and, as per Section 2, has been shown to align with the Council's Vision, Objectives and Community Outcomes.

APPENDIX 1 - References

Some of the key references used in developing our procurement strategy are:

- Waka Kotahi NZTA Procurement Manual (Amendment 6 - April 2022)
http://www.nzta.govt.nz/resources/procurement-manual/

- Government Procurement Rules (Fifth Edition December 2025)
https://www.procurement.govt.nz/procurement/principles-and-rules/government-rules-of-sourcing/
- SDC Procurement Policy
https://www.stratford.govt.nz/repository/libraries/id:2cvuccagl1cxbygm8445/hierarchy/Council%20Documents/Policies/Policy%20-%20Procurement%202026.pdf

DECISION REPORT

F26/163/003 – D26/38575

To: Council
From: Assets Officer
Date: 27 October
Subject: Implementation of a Risk-Based Backflow Prevention Project

Recommendations

1. THAT the report be received.

2. THAT Council approves option 7 – 50/50 split of costs between the customer and connected Separately Used or Inhibited Part [SUIP], to be further developed into a business case to support the development of the 2027-2037 Water Services Strategy budget and programme of work.

Recommended Reason

Option 7 provides a middle ground within the key trade-offs. By recovering 50% of the relevant costs from all connected SUIP, Council has greater certainty that this portion of the programme costs will be recovered across the network. The remaining 50% is recovered from the Customer whose property creates the backflow risk, retaining a clear link between the risk created and the cost of managing it.

/
Moved/Seconded

1. Purpose of Report

1.1 The Stratford District Council [Council] is required, as a Water Service Provider, to protect against risk of backflow under Section 27 of the Water Services Act 2021. Officers have identified 700 properties (600 medium hazard and 100 high hazard) which require backflow prevention devices. The backflow prevention project must be financially ring-fenced and financially sustainable under the Stratford Waters Internal Business Unit.

1.2 On this basis, a cost recovery approach to funding the project has been assessed to be the most appropriate funding option. This report presents the options for cost recovery and requires Council to approve an option for inclusion into the Water Services Strategy [WSS].

2. Executive Summary

2.1 The early conversation workshops provided an opportunity for Elected Members to work through the legislation requiring a risk-based backflow prevention programme, explore the management and funding options available to Council, and the advantages, risks, and costs of each of these options.

2.2 In considering the available options, Elected Members were advised that the key difference between the options is not whether backflow prevention is required, but how the associated costs and responsibilities are allocated between Council, the Customer and connected SUIP.

2.3 The impact of the decision on funding and financing will be considered as part of detailed 2027-2037 WSS budgets.

2.4. In the proceeding sections of this report, **Table 5** summarises the total cost of the project and **Table 6** provides a comparison of Council holding costs, Costs to the Customer

and Costs to Connected SUIP. These estimates are indicative only and do not represent the final backflow budgets for the 2027-2037 WSS.

3. Local Government Act 2002 – Section 10

Under Section 10 of the Local Government Act 2002, the purpose of local government is to meet the current and future needs of communities for good-quality, cost-effective, and local infrastructure, public services, and regulatory functions.
Does the decision support the purpose of local government?

Provision of good-quality infrastructure	Provision of good-quality public services	Performance of regulatory functions	Supports cost-effective service delivery
X	X	X	X

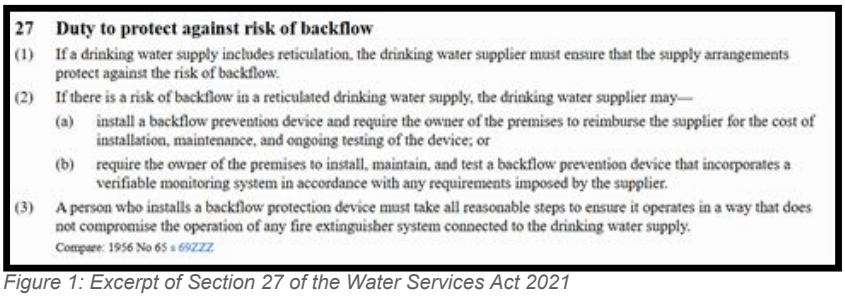
3.2 Water services fit the criteria of core services stipulated in section 11A of the Local Government Act 2002 under s11A(a) network infrastructure. The backflow prevention project protects the water supply network and all customers connected from the risk of backflow.

4. Background

4.1 Council has an unresolved backflow prevention risk across its drinking water network. Legislative requirements, Council's Water Supply Bylaw and the 2026 Assessment of Drinking Water Services all require Council to implement a risk-based backflow prevention programme.

4.2 The primary drivers of this project are legislative, which include:

1. Section 27 of the Water Services Act 2021 shown in **Figure 1**; and



27 Duty to protect against risk of backflow

(1) If a drinking water supply includes reticulation, the drinking water supplier must ensure that the supply arrangements protect against the risk of backflow.

(2) If there is a risk of backflow in a reticulated drinking water supply, the drinking water supplier may—

(a) install a backflow prevention device and require the owner of the premises to reimburse the supplier for the cost of installation, maintenance, and ongoing testing of the device; or

(b) require the owner of the premises to install, maintain, and test a backflow prevention device that incorporates a verifiable monitoring system in accordance with any requirements imposed by the supplier.

(3) A person who installs a backflow protection device must take all reasonable steps to ensure it operates in a way that does not compromise the operation of any fire extinguisher system connected to the drinking water supply.

Compare: 1956 No 65 s 69ZZZ

Figure 1: Excerpt of Section 27 of the Water Services Act 2021

2. The Drinking Water Quality Assurance Rules, which outline the prescribed method for Council to protect against the risk of backflow.

4.3 Officers have undertaken a risk-based assessment using the Water New Zealand Risk and Hazard Criteria attached as **Appendix 1**. There are three hazard levels: low, medium, and high. Council has already protected the network against low hazard properties through the manifold installation project. Council is only required to implement this programme for medium and high hazard Customers. The assessment identified approximately 700 properties that require a backflow prevention device in the district. This includes

- 100 reduced pressure zone devices for high hazard Customers; and
- 600 double check valve devices for medium hazard Customers.

4.4 High hazard Customers are typically commercial users who have equipment used for handling, mixing, and processing hazardous chemicals or harmful microbiological substances. Examples of high hazard activities in Stratford include pharmacies, commercial laundries and the aerodrome.

Medium hazard Customers are typically commercial and residential uses other than domestic sanitary fixtures. Examples of these types of activities in Stratford include hairdresser sinks; rural water supplies without added chemicals; and residential users with swimming pools and spas.

High hazard Customers are expected to fully fund backflow prevention devices as generally, the commercial activity generating the backflow risk to the network also generates revenue for the Customer. This is reflected in each of the options presented below. The ambit of the options assessment is cost recovery for medium hazard Customers.

4.5 Each option considers two separate but related matters: who pays for backflow prevention, and who is responsible for maintaining and managing it.

The funding arrangements determine whether costs are recovered from the wider group of connected SUIP, from the Customer whose property creates the backflow risk, or through a combination of both.

The options also allocate responsibility between Council and the Customer for the key activities required to manage backflow risk, including purchasing and installing the backflow prevention device, undertaking ongoing testing and maintenance, and asset management. All hazard and compliance records are required to be the responsibility of Council.

The key difference between the options is not whether these activities are required, but how the associated costs and responsibilities are allocated between Council, the Customer and Connected SUIP.

4.6 Of the options discussed, Elected Members generally supported the responsibility for key activities to manage backflow to remain in-house for continuity across the district. However, this has not ruled out the options for Customers to have some responsibility of key activities.

4.7 Elected Members requested that two additional options, Options 6 and 7, be explored in this report. These options seek to recognise both:

- the wider connected community benefit of backflow prevention; and
- the responsibility associated with the property creating the risk.

In doing so, they provide a more balanced approach to funding by sharing project costs between the Customer and Connected SUIP.

5. Consultative Process

5.1 **Public Consultation - Section 82**

Public consultation will be conducted in accordance with Section 235 of the Local Government (Water Services) Act 2025. Council is required to consult on the major matters presented in the draft WSS.

When consulting with the community, Council will use special consultative procedures under the Local Government Act 2002 – Sections 83, 83AA and 83A.

Council will not consult with the community on whether backflow prevention is required, but rather on how the associated costs and responsibilities are allocated between Council, Customer and Connected SUIP.

5.2 **Māori Consultation - Section 81**

Officers have assessed that targeted consultation will not be required for the recommendations associated with this report. All consultation is to be covered under the public consultation process discussed in Section 5.1 of this report.

6. Risk Analysis

6.1 At its core, the backflow prevention programme is intended to reduce the risk of contamination to the water supply network caused by potential backflow. **Table 1** analyses the risks on the Significant Risks Register that are relevant to this programme. All other risks have been addresses in **Table 4.**

Table 1: Analysis of the Backflow Prevention Programme against Council's Significant Risks Register

Risk Alert Number	Risk Subject	Risk Description	Risk Score Raw	Backflow Prevention Impact	Residual Risk Score
1	*Legislation Changes*	*IF changes to legislation or case law occur and are not implemented by staff, THEN Council may be acting illegally and in breach of legislation.*	4 High	The backflow prevention programme specifically addresses changes in three-waters legislation. This programme will reduce the risk of Councils exposure to this risk.	2 Moderate
4	*Council Bylaws, Strategies, Plans and Policies*	*IF Council fails to keep Bylaws, Strategies, Plans and Policies up to date, THEN the Bylaws, Strategies, Plans or Policies may become unenforceable and irrelevant, and Council could be acting illegally, or the policy is not fit for purpose, or the Council may fail to secure available funding.*	8 High	The Water Supply Bylaw is due to be updated in August 2027. The update must reflect the backflow prevention programme option approved by Elected Members and any changes approved through public consultation. A Backflow Prevention Device Policy will also need to be developed to support the adopted cost recovery arrangements.	3 Moderate
73	*Water Supply Network Is Contaminated*	*IF the water supply network becomes contaminated THEN public health is at risk and Council could be liable for financial penalties and will suffer reputational damage.*	8 High	The backflow prevention Programme is intended to prevent the risk of contamination resulting from backflow.	3 Moderate
48	*Maintenance Contractor fails to deliver*	*IF maintenance contractor fails to deliver contractual service necessitating termination of*	4 High	Careful assessment of tender to ensure contract price viable for	3 Moderate

		contract and re-tendering, THEN assets may become under threat, unreliable, or unable to meet community needs.		contractor to deliver level of service. Regular liaison with contractor to monitor performance and ensure compliance. Contractor pre-approval process must not be bypassed.	

7. Sustainability Consideration

7.1 The backflow prevention programme aligns with Guiding Principles 1, 3 and 4 of Stratford District Council's Sustainability Policy. See **Table 2** for the explanation.

Table 2: Assessment of the backflow prevention programme against the guiding principles of the sustainability policy

Guiding Principle	How the backflow prevention programme aligns
1 – Natural resources as taonga	The programme supports the principle of protecting and looking after natural resources by safeguarding the quality and integrity of the district's water resources.
3 – Sustainable leadership and future generations	Establishing a systematic approach to installation, testing, maintenance and monitoring demonstrates long-term stewardship and considers the impact of Council decisions on future generations.
Guiding Principle 4 – Resilient infrastructure	Backflow prevention improves the resilience of the water supply network by providing a physical barrier against contamination from properties presenting a backflow hazard. A planned programme of installation, testing, maintenance and monitoring also supports the ongoing reliability and protection of the network.

8. Decision Making Process – Section 79

8.1 **Direction**

	Explain
Is there a strong link to Council's strategic direction, Long Term Plan/District Plan?	Council's vision and community outcomes include striving for resilient infrastructure that meets the current and future needs of the district, protecting natural resources, and advocating for services that enable the community to live safe and healthy lives. The Long Term Plan and Infrastructure Strategy also place emphasis on maintaining agreed levels of service, ensuring regulatory compliance, and providing long-term, affordable core services.
What relationship does it have to the community's current and future needs for infrastructure, regulatory functions, or local public services?	The programme has a direct relationship with the community's current and future need for a safe, reliable and resilient water supply. Backflow prevention protects the reticulated water network from contamination originating from properties that present a backflow

	hazard and therefore supports the continued delivery of an essential public water service. It also supports Council's regulatory responsibilities.

8.2 **Data**

The data used to inform the hazard risk assessment has been site validated by contractors. Physical works are intended to start in Year 2 of the WSS. This leaves Officers with sufficient time and resource to ensure data sets are complete and any anomalies are assessed before procurement and delivery.

8.3 **Significance**

	Yes/No	Explain
Is the proposal significant according to the Significance and Engagement Policy in the Long Term Plan?	Yes	The backflow prevention programme affects Council's strategic water supply network, changes the way Council manages protection of the network, has financial implications, and has the potential to affect a wide range of Customers. Collectively, these matters indicate a higher degree of significance.
Is it: • considered a strategic asset; or	Yes	The waters network is a strategic asset.
• above the financial thresholds in the Significance and Engagement Policy; or	No	Expenditure will not be unbudgeted and will not exceed gross debt thresholds.
• impacting on a CCO stakeholding; or	No	
• a change in level of service; or	Yes	The waters network will have another barrier of protection.
• creating a high level of controversy; or	Yes	The programme will likely generate significant community interest due to the new costs and responsibilities for backflow prevention are allocated between affected Customers and the wider connected community. Different funding approaches may be perceived differently in terms of fairness and affordability.
• possible that it could have a high impact on the community?	Yes	The programme protects the safety and integrity of the public water supply. It may also have direct financial and compliance impacts on Customers whose properties are identified as presenting a backflow hazard or on all connected SUIP in the District.

In terms of the Council's Significance and Engagement Policy, is this proposal of high, medium, or low significance?		
High	**Medium**	**Low**
X		

8.4 **Options**

The options described below include the 5 options presented to Council on the 29th of September, plus two additional options: options 6 and 7, requested by Elected Members.

The options presented at the workshop excluded depreciation. Removing depreciation reduced the estimated annual cost of options 1, 2 and 3 by approximately $100 per device. The removal of depreciation means that the replacement of the backflow prevention device is not funded under each of the proposed options and this will be the responsibility of the Customer.

However, when depreciation was removed from the earlier calculations, the associated loan interest costs were not added back into the amount to be recovered. As depreciation and interest should not both be recovered for the same capital cost, depreciation remains excluded from the revised options. Loan interest has, however, been included to ensure the project costs are fully recovered.

The options presented below therefore exclude depreciation but include the applicable interest costs.

A complete comparison of the costs to Customers and connected SUIP is in **Table 3**.

The total cost of the project is in in **Table 4**.

A complete comparison of the cost to Customers, Connected SUIP, and Council Holding Costs is in **Table 5**.

8.4.1. Option 1 Full Service – Charged Per Customer

Medium Hazard Property

Full Service. Council manages the project and funds the cost of the device, installation, testing and maintenance over the 20-year life of the asset. The Customer reimburses Council over the 20-year life of the asset through an annualised charge starting in Y3 of the Water Services Strategy. The annualised charge is $440 for the 20-year life of the assets.

This option does not include replacement of the asset upon failure.

High Hazard Properties

Monitoring only. The Customer manages and funds the device, installation, testing, and maintenance of the backflow prevention device. The Customer is required to provide Council with evidence that the required work has been completed. All administration costs will be paid for by the Customer through an annual fee. The annual fee is $43 to be paid for the life of the asset.

8.4.2 Option 2 Full Service – Charged Per Connected SUIP

Medium Hazard Properties

Full Service. Council manages the project and funds the cost of the device, installation, testing and maintenance over the 20-year life of the asset. The Customer does not reimburse Council, and an annualised cost is spread across all connected SUIP over the life of the asset (20-year life). This annual charge would be $93 per connected SUIP.

This option does not include replacement of the asset upon failure, this will be the responsibility of the customer.

High Hazard Properties

Monitoring only. The Customer manages and funds the device, installation, testing, and maintenance of the backflow prevention device. The Customer is required to provide

Council with evidence that the required work has been completed. All administration costs will be paid for by the Customer through an annual fee. The annual fee is $43 to be paid for the life of the asset.

8.4.3 Option 3 – Full Service, Payment Plan

Medium Hazard Properties

Full Service. Council is reimbursed over two income streams. These are:

1. Council manages the project and funds the device and its installation, and the Customer is placed on a payment plan to reimburse Council by Y5 of the Water Services Strategy. The approximate cost of reimbursement, based on a total installation cost of $1,500 + Interest would be $198 each quarter for 2 years. This cost would be subject to variation depending on the scale of the installation.
2. Testing and maintenance is managed and funded by Council, and the Customer is to pay an annual fee for this service starting in Y3 of the WSS. This fee would be $147.

This option does not include replacement of the asset upon failure, this will be the responsibility of the customer.

High Hazard Properties

Monitoring only. The Customer manages and funds the device, installation, testing, and maintenance of the backflow prevention device. The Customer is required to provide Council with evidence that the required work has been completed. All administration costs will be paid for by the Customer through an annual fee. The annual fee is $43 to be paid for the life of the asset.

8.4.4. Option 4 – Testing and Maintenance, Charged Per Customer

Medium Hazard Properties

Testing and Maintenance Only. The Customer funds the cost of the device and all costs associated with its installation. Council funds and manages the testing and maintenance of the device for its 20-year lifetime. The cost of testing and maintenance will be reimbursed by the Customer through an annualised fee of $147 for the life of the asset.

This option does not include replacement of the asset upon failure, this will be the responsibility of the customer.

High Hazard Properties

Monitoring only. The Customer manages and funds the device, installation, testing, and maintenance of the backflow prevention device. The Customer is required to provide Council with evidence that the required work has been completed. All administration costs will be paid for by the Customer through an annual fee. The annual fee is $43 to be paid for the life of the asset.

8.4.5. Option 5 – Monitoring Only, Charged Per Customer

Medium Hazard Properties

Monitoring only. The Customer pays for the device, installation, testing, and maintenance. The Customer will be required to send testing confirmation to Council annually. All administration costs incurred by Council will be reimbursed by the Customer through an annual charge. This charge is $42 for the life of the asset.

High Hazard Properties

Monitoring only. The Customer manages and funds the device, installation, testing, and maintenance of the backflow prevention device. The Customer is required provide Council with evidence that the required work has been completed. All administration

costs will be paid for by the Customer through an annual fee. The annual fee is $43 to be paid for the life of the asset.

8.4.6 Option 6 Full Service – Connected SUIP Funds Device and Customer Maintains and Tests.

Medium Hazard Properties

Council project manages and funds the device, installation and initial test. These costs are recovered from connected SUIP for the 20-year life of the asset starting in Y3 of the Water Services Strategy. The annual charge is $22.

The Customer manages and funds ongoing maintenance and testing and is required to provide Council with evidence. All administration costs to Council will be reimbursed by the Customer through an annual charge of $43.

High Hazard Properties

Monitoring Only. The Customer manages and funds the device, installation, testing, and maintenance of the backflow prevention device. The Customer is required to provide Council with evidence that the required work has been completed. All administration costs will be paid for by the Customer through an annual fee. The annual fee is $43 to be paid for the life of the asset.

8.4.7 Option 7 Full Service – 50/50 Split Between the Customer and Connected SUIP

Medium Hazard Properties

Full Service. Council manages the project and funds the cost of the device, installation, testing and maintenance over the 20-year life of the asset. The Customer (600 properties) reimburse Council 50% of these costs over the 20-year life of the asset through an annualised charge starting in Y3 of the Water Services Strategy. The annualised charge is $220.

The remaining 50% is reimbursed by all Connected SUIPs (3,330 SUIP) through an annual charge of $40 starting in Y3 of the Water Services Strategy for the 20-year life of the asset.

High Hazard Properties

Monitoring Only. The Customer manages and funds the device, installation, testing, and maintenance of the backflow prevention device. The Customer is required to provide Council with evidence that the required work has been completed. All administration costs will be paid for by the Customer through an annual fee. The annual fee is $43 to be paid for the life of the asset.

Table 3: Customer and Connected SUIP Indicative Cost Comparison Table

Option	Property Type	Annual Charge Per Customer (Y3)	Annual Charge per Connected SUIP (Y3)	Additional Payment Plan (Quarterly Charge for 2 Years) (Approximate cost only, subject to represent actual installation costs)
1	Medium Hazard	$440	$0	$0
	High Hazard	$43	$0	$0
2	Medium Hazard	$0	$93	$0
	High Hazard	$43	$0	$0
3	Medium Hazard	$147	$0	$198
	High Hazard	$43	$0	$0
4	Medium Hazard	$147	$0	$0
	High Hazard	$43	$0	$0
5	Medium Hazard	$43	$0	$0
	High Hazard	$43	$0	$0
6	Medium Hazard	$43	$22	$0
	High Hazard	$43	$0	$0
7	Medium Hazard	$220	$40	$0
	High Hazard	$43	$0	$0

8.5 **Advantages and Disadvantages**

Before considering the wider risks of the options, there are two competing funding principles that influence how the cost of backflow prevention could be allocated and a central trade-off regarding responsibility and costs.

The first considers who benefits from the protection provided, while the second considers who creates the risk that requires the protection.

Community Benefit Principle: Backflow prevention protects the public water supply from contamination and provides a benefit to the wider community. On this basis, there is an argument that the cost of providing this protection should be shared by the community.

Risk Creator Pays Principle: The requirement for backflow prevention arises from a hazard associated with an individual property or activity. On this basis, there is an argument that the person creating the risk to the public water supply should be responsible for the cost of managing that risk.

Additionally, a central trade-off that needs to be discussed before assessing each option is the trade-off between responsibility, cost, and risk. The more responsibility transferred to individual Customers, the lower Council's direct financial exposure tends to become, but the greater the potential risk of delayed installation and more complex compliance oversight. Conversely, greater Council involvement provides stronger implementation control but increases Council's administrative and financial exposure. The broader risks are assessed in **Table 4.**

The risk assessment table assesses the 7 options against 6 risks that have been identified. These risks are:

1. **Customer cost barrier –** risk that upfront or ongoing costs discourage or delay Customer compliance.

2. **Funding/reputational risk –** risk that the allocation of costs is perceived as unfair or difficult to justify.
3. **Compliance complexity** – difficulty for Council in demonstrating and maintaining compliance across affected properties
4. **Council administration** – level of invoicing, payment plan management, record keeping, testing oversight and Customer interaction required.
5. **Council financial exposure** – extent to which Council must initially fund costs or carries the risk of either non-recovery or under-recovery.
6. **Delayed network protection –** risk that backflow hazards remain uncontrolled because installation or testing depends on individual Customer action, which inherently increases Counci's exposure to Risk 1 and 73 in the Significant Risks Register.

Each risk has the same weighting when calculating the risk totals for each option. The number attributed to each risk levels are as follows:

Low	1
Low-Medium	1.5
Medium	2
Medium – High	2.5
High	3

Table 4: Risk Assessment

Option	Customer Cost Barrier	Funding / Reputational Risk	Compliance Complexity	Council Administration	Council Financial Exposure	Risk of Delayed Network Protection	Total
1 – Full-Service, Charged Per Customer	Medium	Medium	Low	Medium-High	High	Low	**11.5**
2 – Full Service, Charged Per Connected SUIP	Low	High	Low	Medium	Low	Low	**9**
3 – Full Service, Payment Plan, Charged per Customer	Medium	Medium	Low	High	Medium	Low	**11**
4 – Testing and Maintenance, Charged Per Customer	High	Medium	Medium	Medium	Low	Medium	**12**
5 – Monitoring Only, Charged Per Customer	High	Medium	High	Low	Low	High	**13**
6 – Full Service: Connected SUIP Funds Device and Customer Maintains and Tests.	Low	Low-Medium	Low	Medium	Low	Low	**7.5**
7 – 50/50 Split Between the Customer and Connected SUIP	Low	Low-Medium	Low	Low-Medium	Low	Low	**7**

8.6 **Preferred Option – Option 7**

Option 7 provides a middle ground within the key trade-offs. By recovering 50% of the relevant costs from all connected SUIP, Council has greater certainty that this portion of the programme costs will be recovered across the network. The remaining 50% is recovered from the Customer whose property creates the backflow risk, retaining a clear link between the risk created and the cost of managing it.

This remaining Customer-funded portion carries a greater cost-recovery risk. Council may be exposed where a Customer sells the property, ceases the activity giving rise to the backflow risk, or otherwise leaves the arrangement before the outstanding amount has been recovered. A mechanism may be required to ensure that outstanding costs remain recoverable over the intended repayment period, including consideration of whether this should be addressed through the Water Services Bylaw, a Backflow Prevention Device Policy, or another appropriate mechanism.

8.7 **Financial**

There are four financial components associated with the backflow prevention project. These are:

1. The cost to the **Customer** being the owner of a property identified as presenting a medium or high backflow hazard.
2. The cost to **Connected SUIP**
3. The **Council Holding Cost**. The Council holding cost represents the annual financing amount carried by Council before recovery through the applicable Customer and/or connected SUIP charges.
4. **Costs of the project.** The project cost represents the expenditure Council must fund to deliver the programme.

The cost of the project (financial component 4) is in **Table 4**. Financial components 1-3, Customer, Connected SUIP, and Council Holding Costs are all in **Table 5** for Comparison.

Table 5: Total Project Costs

Option 1	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
OPEX			$192,196	$193,730	$195,252	$196,759	$198,249	$199,719	$201,166	$202,587
CAPEX	$234,100	$760,000	$0	$0	$0	$0	$0	$0	$0	$0
Option 2	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Year 6**	**Year 7**	**Year 8**	**Year 9**	**Year 10**
OPEX			$192,196	$193,730	$195,252	$196,759	$198,249	$199,719	$201,166	$202,587
CAPEX	$234,100	$760,000	$0	$0	$0	$0	$0	$0	$0	$0
Option 3	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Year 6**	**Year 7**	**Year 8**	**Year 9**	**Year 10**
OPEX			$88,434	$90,203	$92,007	$93,847	$95,724	$97,638	$99,591	$101,583
CAPEX	$234,100	$760,000	$0	$0	$0	$0	$0	$0	$0	$0
Option 4	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Year 6**	**Year 7**	**Year 8**	**Year 9**	**Year 10**
OPEX	$0	$0	$88,434	$90,203	$92,007	$93,847	$95,724	$97,638	$99,591	$101,583
CAPEX	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Option 5	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Year 6**	**Year 7**	**Year 8**	**Year 9**	**Year 10**
OPEX	$0	$0	$26,010	$26,530	$27,061	$27,602	$28,154	$28,717	$29,291	$29,877
CAPEX	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Option 6	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Year 6**	**Year 7**	**Year 8**	**Year 9**	**Year 10**
OPEX			$26,010	$26,530	$27,061	$27,602	$28,154	$28,717	$29,291	$29,877
CAPEX	$234,100	$760,000	$0	$0	$0	$0	$0	$0	$0	$0
Option 7	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Year 6**	**Year 7**	**Year 8**	**Year 9**	**Year 10**
OPEX			$192,196	$193,730	$195,252	$196,759	$198,249	$199,719	$201,166	$202,587
CAPEX	$234,100	$760,000	$0	$0	$0	$0	$0	$0	$0	$0

Table 6: Options Cost Comparison Table

Option 1 - Full Service, Charged Per Customer		**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Year 6**	**Year 7**	**Year 8**	**Year 9**	**Year 10**
Total Council Holding Cost				**$263,803**	**$265,337**	**$266,859**	**$268,366**	**$269,856**	**$271,326**	**$272,773**	**$274,195**
Customer	Medium Hazard			$440	$442	$445	$447	$450	$452	$455	$457
	High Hazard			$43	$44	$45	$46	$47	$48	$49	$50
Connected SUIP				$0	$0	$0	$0	$0	$0	$0	$0

Option 2 - Full Service, Charged Per Connected SUIP											
Total Council Holding Cost				**$263,803**	**$265,337**	**$266,859**	**$268,366**	**$269,856**	**$271,326**	**$272,773**	**$274,195**
Customer	Medium Hazard			$0	$0	$0	$0	$0	$0	$0	$0
	High Hazard			$43	$44	$45	$46	$47	$48	$49	$50
Connected SUIP				$93	$93	$94	$94	$95	$95	$95	$96

Option 3 - Full Service, Payment Plan											
Annual Charge											
Total Council Holding Cost				$88,434	$90,203	$92,007	$93,847	$95,724	$97,638	$99,591	$101,583
Customer	Medium Hazard			$147	$150	$153	$156	$160	$163	$166	$169
	High Hazard			$43	$44	$45	$46	$47	$48	$49	$50
Connected SUIP				$0	$0	$0	$0	$0	$0	$0	$0
Payment Plan											
				Q1	**Q2**	**Q3**	**Q4**	**Q5**	**Q6**	**Q7**	**Q8**
Total Council Holding Cost				**$118,790**	**$118,790**	**$118,790**	**$118,790**	**$118,790**	**$118,790**	**$118,790**	**$117,352**
Customer				$198	$198	$198	$198	$198	$198	$198	$196

Option 4 - Testing and Maintenance, Charged Per Customer											
Total Council Holding Cost				**$88,434**	**$90,203**	**$92,007**	**$93,847**	**$95,724**	**$97,638**	**$99,591**	**$101,583**
Customer	Medium Hazard			$147	$150	$153	$156	$160	$163	$166	$169
	High Hazard			$43	$44	$45	$46	$47	$48	$49	$50
Connected SUIP				$0	$0	$0	$0	$0	$0	$0	$0

Option 5 - Monitoring Only, Charged Per Customer											
Total Council Holding Cost				**$26,010**	**$26,530**	**$27,061**	**$27,602**	**$28,154**	**$28,717**	**$29,291**	**$29,877**
Customer	Medium Hazard			$43	$44	$45	$46	$47	$48	$49	$50
	High Hazard			$43	$44	$45	$46	$47	$48	$49	$50
Connected SUIP				$0	$0	$0	$0	$0	$0	$0	$0

Option 6 - Full Service, Installation Charged Per Connected SUIP. Customer Maintains and Tests, Council Monitors.											
Installation Costs											
Total Council Holding Cost				**$71,607**	**$71,607**	**$71,607**	**$71,607**	**$71,607**	**$71,607**	**$71,607**	**$71,607**
Customer	Medium Hazard			$0	$0	$0	$0	$0	$0	$0	$0

	High Hazard			$43	$44	$45	$46	$47	$48	$49	$50
Connected SUIP				$22	$22	$22	$22	$22	$22	$22	$22
Monitoring											
Total Council Holding Cost				$26,010	$26,530	$27,061	$27,602	$28,154	$28,717	$29,291	$29,877
Customer	Medium Hazard			$43	$44	$45	$46	$47	$48	$49	$50
	High Hazard			$43	$44	$45	$46	$47	$48	$49	$50
Connected SUIP				$0	$0	$0	$0	$0	$0	$0	$0

Option 7 - Full Service, 50/50 Split Between the Customer and Connected SUIP											
Total Council Holding Cost				**$263,803**	**$265,337**	**$266,859**	**$268,366**	**$269,856**	**$271,326**	**$272,773**	**$274,195**
Customer	Medium Hazard			$220	$221	$222	$224	$225	$226	$227	$228
	High Hazard			$43	$44	$45	$46	$47	$48	$49	$50
Connected SUIP				$40	$40	$40	$40	$41	$41	$41	$41

8.6 **Prioritisation & Trade-off**

Officers have planned for physical works to commence in year 2 of the Water Services Strategy. Revenue recovery will begin in Y3 of the WSS.

This decision has been made to factor in the complexities of:

- The first year of transitioning into an Internal Business Unit;
- Data validation;
- The need to update the Water Supply Bylaw;
- Community communication about the project;
- To give Customers time to modify their activities or property hazard profile so that a backflow prevention device may no longer be required.

8.7 **Legal Issues**

The current Water Supply Bylaw requires the creator of the hazard to pay for all costs associated with the installation, maintenance, and testing of the device.

The Water Supply Bylaw will need to be updated if the proposed option is not one of options 1,3, 4 or 5. The Water Supply Bylaw is required to be reviewed in August 2027 so any updates will be reconciled through the statutory review process.

Tatyana Kooznetzoff
Assets Officer



[Endorsed by]
Deron Sharma
General Manager - Water Services



[Approved by]
Sven Hanne
Chief Executive **Date 21 October 2026**

Appendix 1 Backflow Hazard Criteria

HAZARD	COMMENTS	DEVICE REQUIRED
High *Any condition, device or practice which, in connection with the potable water supply system, has the potential to cause death.*	Equipment used for handling, mixing, measuring and processing hazardous chemical or harmful microbiological substances	Reduced pressure zone device, Registered air gap Reduced pressure zone detector for fire systems

ACTIVITY	EQUIPMENT
Medical facilities (includes laboratories, hospitals, pharmacies)	Autoclaves, sterilisers, aspirators, haemodialysis machines, pan washers, bidets, sluice sinks, spittoons/cuspidors
Fire or cooling systems with chemicals	Systems containing chemicals such as anti-freeze, anti-corrosion, biocides, or fungicides
Industrial and trade waste customers	Boiler, chiller, steam calorifier and cooling tower make-up and recycled water; electroplating, degreasing, descaling, pickling, stripping and dipping tanks and vessels
Car and factory washing facilities	Chemical dispensers and chemical injectors (high toxicity)
Water treatment facilities	Chlorinators, demineralising equipment using ion-exchange resins with acid/alkali regeneration. Plants with auxiliary supplies. Drinking water in reclaimed water plants.
Dental clinics	Dental equipment
Commercial buildings	Direct heat exchangers (unsealed and toxic environment) Fire sprinkler systems and fire hydrant systems that use toxic or hazardous water.
Commercial laundries	Recirculated or recycled water, venturi detergent and bleach dosing
Mortuaries	Embalming systems
Pest control businesses	Hose taps associated with High hazard situations like mixing of pesticides, aspirators, sprayers
Food preparation facilities	Clean in place tanks, vats and food storage vessels
Photography labs X-ray machines	Developer mixing facilities
Airports, piers and docks	Seawater cross-connections (ie, hoses on wharves, fire systems using seawater, primed by town supply)
Sewage pump stations and sump ejectors	Wash-down hoses and decontamination systems
Horticultural and commercial gardens	Irrigation systems with chemicals
Agriculture	Livestock water supply added chemicals/chemigation (ie, antibiotic injectors and bloat control), farm irrigation with fertigation systems and cow shed washdowns

Veterinary clinic	Veterinary equipment
Water filling stations	Water tankers and associated hoses
Schools, universities and polytechnics	Boilers and water based heating systems, laboratories, irrigation systems, swimming pools
Inappropriate use of hydrants	Purging of flammable or explosive gases in gas systems

HAZARD	COMMENTS	DEVICE REQUIRED
Medium *Any condition, device or practice which, in connection with the potable water supply system, has the potential to injure or endanger health.*	In general Commercial and residential water uses other than domestic sanitary fixtures.	Reduced pressure zone device, Registered air gap, Double check valve Double check detector for fire systems

ACTIVITY	EQUIPMENT
Beauty salon and hairdresser's sinks	Hairdresser's sinks
Commercial car washes or vehicle wash down	Appliances, vehicles or equipment wash-down facilities without chemical additives
Water treatment systems	Deionised water, reverse osmosis units and equipment cooling without chemicals
Auxiliary water supplies such as pumped and non-pumped fire sprinkler secondary water	Fire sprinkler systems and building hydrant systems Hose taps and fire hose reels associated with Medium hazard
Horticultural and commercial gardens	Irrigation systems with underground controllers but without chemicals (includes residential irrigation)
Rural water supply	Livestock water supply without added chemicals; milking sheds
Rain water collection	Untreated water storage tanks
Recirculated water systems	Water for equipment cooling and steam cleaning
Residential and commercial premises	Swimming pools, spas and fountains

HAZARD	COMMENTS	DEVICE REQUIRED
Low *Any condition, device or practice which, in connection with the potable water supply system, would constitute a nuisance, by colour, odour or taste, but not injure or endanger health*		Double check valve, Registered air gap Hose connection vacuum breaker
ACTIVITY	**EQUIPMENT**	
Commercial premises with potential for change of use.	Domestic sanitary fixtures only	
Cafes, restaurants and other facilities used for the storage or preparation of food and beverages	Drink dispensers with carbonators, coffee machines, dishwashers, garbage can washer, retractable hoses, urinal, auto vegetable peeler, ice maker	
Residential premises	Hose tap used for fixed domestic irrigation systems	
Schools and Parks, etc	Drinking water fountains	

HAZARD	COMMENTS	DEVICE REQUIRED
Very Low All household units (ie, residences).	MoH PHRMP Guideline recommends a non-testable dual check valve to be part of meter assembly maintained by water supplier.	Non-testable dual check valve Air gap
ACTIVITY	**EQUIPMENT**	
Residential water connections	Domestic sanitary fixtures only	

INFORMATION REPORT

F25/96/005 – D26/45577

To: Policy and Services Committee
From: Director - Community Services
Date: 27 October 2026
Subject: Wai o Rua - Stratford Aquatic Centre Activity Management Plan - 6 Month Report

Recommendations

1. THAT the report be received.

Recommended Reason
The Wai o Rua – Stratford Aquatic Centre Activity Management Plan 6 Month Report provides an update on progress to date.

_____/_____
Moved/Seconded

1. Purpose of Report

1.1 The purpose of this report is to update elected members on the progress made in the last six months on the Wai o Rua – Stratford Aquatic Centre Activity Management Plan.

2. Executive Summary

2.1 A standalone report is attached as *Appendix 1*. It outlines Operational Performance including highlights on Action Plan Status, Key Areas such as energy, staffing, admissions, programmes, Financial Performance, and Risk, Issues and Constraints.

3. Local Government Act 2002

Under section 10 of the Local Government Act 2002, the purpose of local government is to meet the current and future needs of communities for good-quality, cost-effective, and local infrastructure, public services, and regulatory functions.

Does the decision support the purpose of local government?

Provision of good-quality infrastructure	Provision of good-quality public services	Performance of regulatory functions	Supports cost-effective service delivery
✓	✓		✓

3.1 The report supports the purpose of local government by providing oversight of the operational and financial performance of Wai o Rua – Stratford Aquatic Centre. This enables Council to monitor the facility as a good-quality, cost-effective public service that meets the current and future needs of the community.

4. Background

4.1 Since opening in October 2022, Wai o Rua - Stratford Aquatic Centre has attracted strong user numbers, while the community continues to bear the cost of operating a facility of this scale. Council adopted an Activity Management Plan (AMP) in September 2025 to document the activity's operation and address its Section 17A Activity Review. This second six-month report updates Elected Members on progress to date and includes data from three full financial years.

5. Information Summary

5.1 Progress has continued across most AMP Key Areas while maintaining facility operations and service delivery.

5.2 Of the 30 Action Plan items 23 are completed, ongoing or in progess. Seven actions are yet to commence, and no actions are currently on hold.

5.3 Admissions reached 81,189 in 2025/26 against a target of 55,000, supporting a proposed increase in the Long Term Plan target to 75,000.

5.4 Energy use reduced by 11% year-on-year, and a new supplier contract, effective from 1 July 2026, has delivered further early savings.

5.5 Financially, 2025/26 revenue was $552,000 and total operating costs were $3.471 million, resulting in a net cost of $2.919 million, effectively matching the $2.916 million budget. User charges funded 17% of costs, meeting the approved funding range.

5.6 Other key highlights include:

- Retention of PoolSafe accreditation.
- Completion of a marketing strategy.
- Preparation for online Learn to Swim registrations.
- Continued data and system optimisation.

6. Strategic Alignment

6.1 **Direction**

This report algins with all the Community Outcomes: welcoming, resilient, connected and enabling.

This report supports the purpose of local government by monitoring the cost-effective provision of Wai o Rua – Stratford Aquatic Centre as a good-quality local public service and community and recreational facility. It considers the facility's operational and financial performance to help ensure it continues to meet the current and future needs of the community.

6.2 **Annual Plan and Long Term Plan**

This report aligns with the Wai o Rua – Stratford Aquatic Centre activity in the Long Term Plan 2024-2034.

6.3 **Sustainability Consideration**

This report supports ongoing monitoring of the facility's environmental and financial sustainability, including energy use, operational efficiency and opportunities to reduce long-term operating costs. This aligns with the following guiding principles in the Sustainability Policy:

- We support a low-emissions future for our community.
- We enable our rangatahi (youth) to be sustainable leaders.
- We strive to have resilient infrastructure that meets the current and future needs of the district.

6.4 **District Plan**

No District Plan matters have been identified.

6.5 **Legal Implications**

No legal matters have been identified.

6.6 **Policy Implications**

No policy matters have been identified.

6.7 **Section 11A - Core Services Considerations**

This report outlines the operational and financial performance of Wai o Rua – Stratford Aquatic Centre, supporting Council's monitoring of the cost-effective provision of this community and recreational facility.

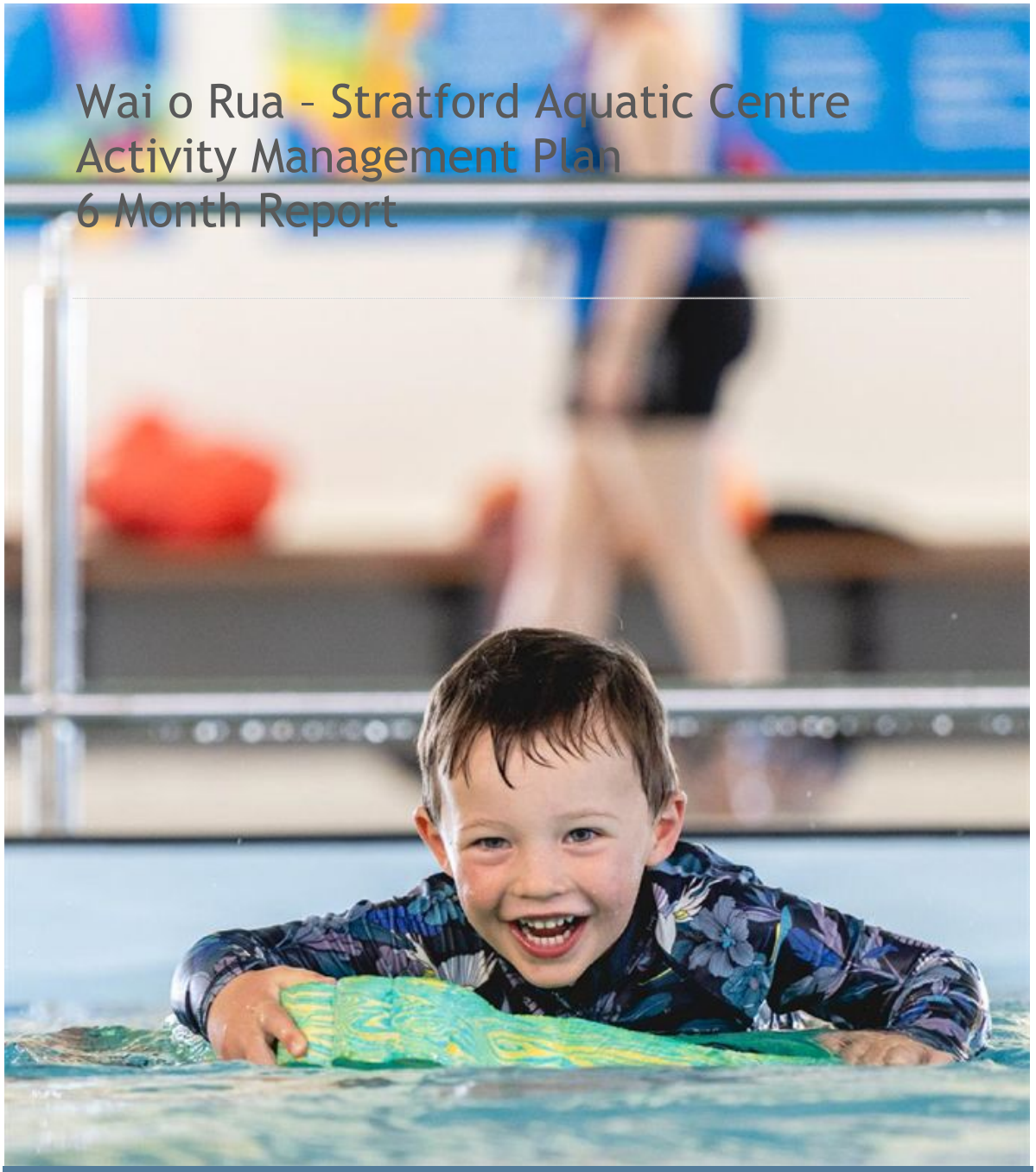


Kate Whareaitu
Director – Community Services



[Approved by]
Sven Hanne
Chief Executive **Date 21 October 2026**

Wai o Rua – Stratford Aquatic Centre Activity Management Plan 6 Month Report



SEPTEMBER 2026
D26/34530

TE KAUNIHERA Ā ROHE O WHAKAAHURANGI
STRATFORD DISTRICT COUNCIL

1. Introduction

Since opening in October 2022, Wai o Rua - Stratford Aquatic Centre has attracted strong user numbers. Council adopted an Activity Management Plan (AMP) in September 2025 to document the activity's operation and address its Section 17A Activity Review requests by:

- Reviewing facility performance after a full year of data collection.
- Identifying opportunities to maximise revenue and minimise expenses.

This second six-month report updates Elected Members on progress to date and includes data from three full financial years. Council's draft Annual Report 2025/26 has been completed and is awaiting the audit opinion. The 2025/26 figures in this report remain subject to change.

2. Executive Summary

Progress has continued across most AMP Key Areas while maintaining facility operations and service delivery. Admissions reached 81,189 in 2025/26 against a target of 55,000, supporting a proposed increase in the Long Term Plan target to 75,000. Energy use reduced by 11% year-on-year, and a new supplier contract, effective from 1 July 2026, has delivered further early savings.

Other key highlights include:

- Retention of PoolSafe accreditation.
- Completion of a marketing strategy.
- Preparation for online Learn to Swim registrations.
- Continued data and system optimisation.

Financially, 2025/26 revenue was $552,000 and total operating costs were $3.471 million, resulting in a net cost of $2.919 million, effectively matching the $2.916 million budget. User charges funded 17% of costs, meeting the approved funding range.

3. Operational Performance

3.1 Action Plan Overview

Key Areas outlined in the AMP are:

- Fees and Charges and Hours
- Retail
- Programmes
- Sponsorship
- Staffing
- Energy
- Depreciation and Insurance
- Contract Services - Cleaning

Progress has continued across most key areas during the six-month reporting period, with energy efficiency remaining a key priority. Detailed information on energy is provided in 3.2.1.

Action Plan Status Summary

Detailed updates for each of the Key Areas are provided in *Appendix A*. The table below shows the status of the 30 Action Plan items as at 30 September 2026.

Status	Total	Percentage (%)
Completed	5	17%
Ongoing	3	10%
In Progress	15	50%
Yet to Commence	7	23%
Deferred	0	0%

Of the 30 Action Plan items 23 are completed, ongoing or in progress. Seven actions are yet to commence, and no actions are currently deferred.

3.2 Key Areas

3.2.1 Energy

Energy costs represented 11% of overall facility expenses in 2023/24 ($349,933), 14% in 2024/25 ($484,306), and 12% in 2025/26 ($426,855).

Progress continued on the actions identified in the Post-Commissioning Energy Audit Report, which was completed in partnership with Sport NZ. The report identified potential energy savings through plant performance optimisation, configuration of the Building Management System (BMS), and use of the control system to support performance monitoring and verification of savings.

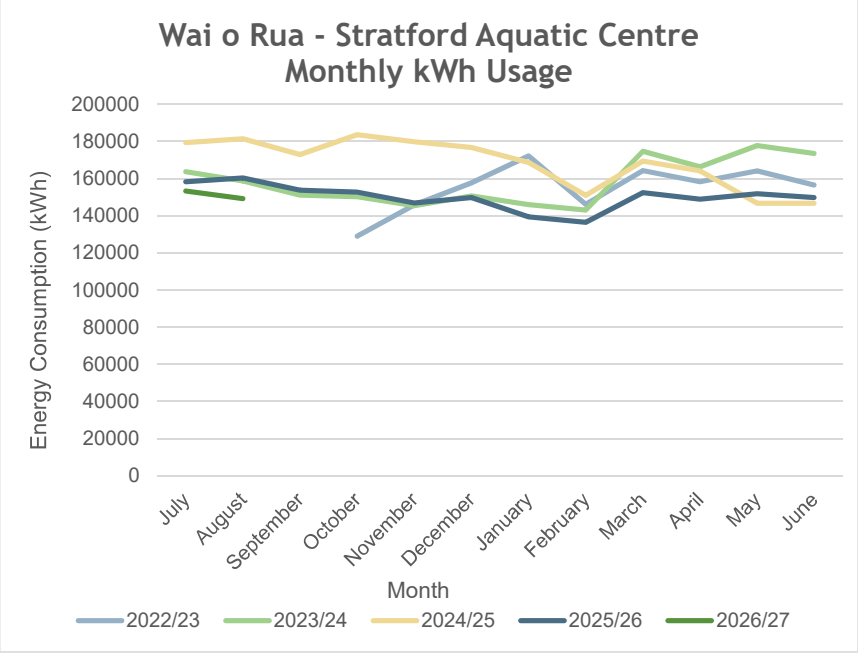
Operational optimisation and remedial measures delivered a reduction of approximately 220,000 kWh in 2025/26 compared with 2024/25, representing an 11% decrease in energy use. Over the same period, energy costs reduced by $57,451, or approximately 12%.

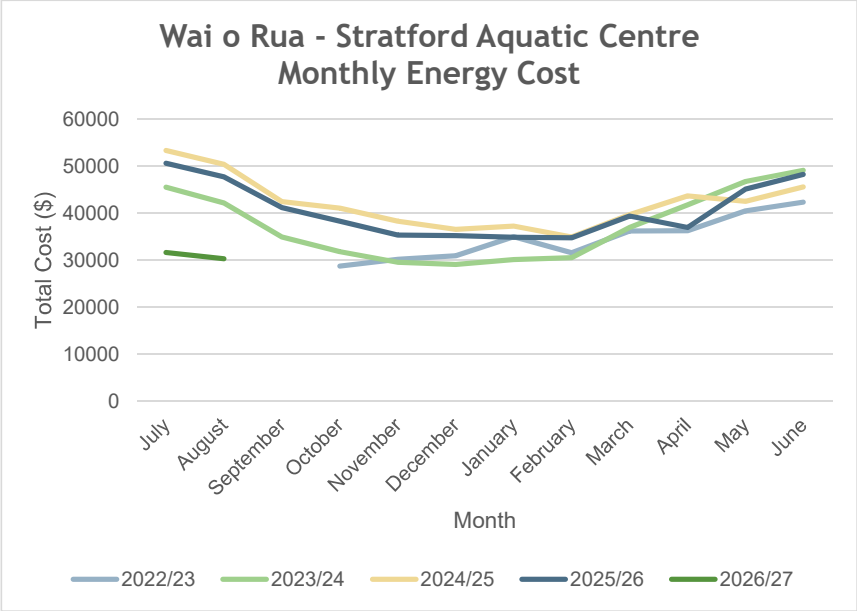
Investigations into downgrading the transformer servicing the facility found this option was not feasible.

The energy supplier contract ended during this six-month reporting period enabling the procurement process to be undertaken to find a new supplier from 1 July 2026. In the first two months of 2026/27, the facility achieved a combined saving of 16,000 kWh and $36,465 when compared to the same two months in 2025/26. This is a combination of lower supplier rates and a reduction in consumption. If this trend continues a significant reduction in annual energy costs is expected.

Solar energy options for the facility have been investigated. Initial modelling indicated a potential annual saving of 20% in energy costs, subject to confirmation of the roof's structural capacity. A structural capacity review is underway, with detailed design work to follow.

Work will continue in 2026/27 to optimise system performance and monitor realised savings.


Wai o Rua - Stratford Aquatic Centre
Monthly kWh Usage
Energy Consumption (kWh)
200000
180000
160000
140000
120000
100000
80000
60000
40000
20000
0
July
August
September
October
November
December
January
February
March
April
May
June
Month
2022/23
2023/24
2024/25
2025/26
2026/27


Wai o Rua - Stratford Aquatic Centre
Monthly Energy Cost
Total Cost ($)
60000
50000
40000
30000
20000
10000
0
July
August
September
October
November
December
January
February
March
April
May
June
Month
2022/23
2023/24
2024/25
2025/26
2026/27

3.2.2 Staffing

Staffing remained the largest operating expense, accounting for 31.5% of total facility expenses in 2025/26, compared with 31.6% in 2024/25 and 35.7% in 2023/24.

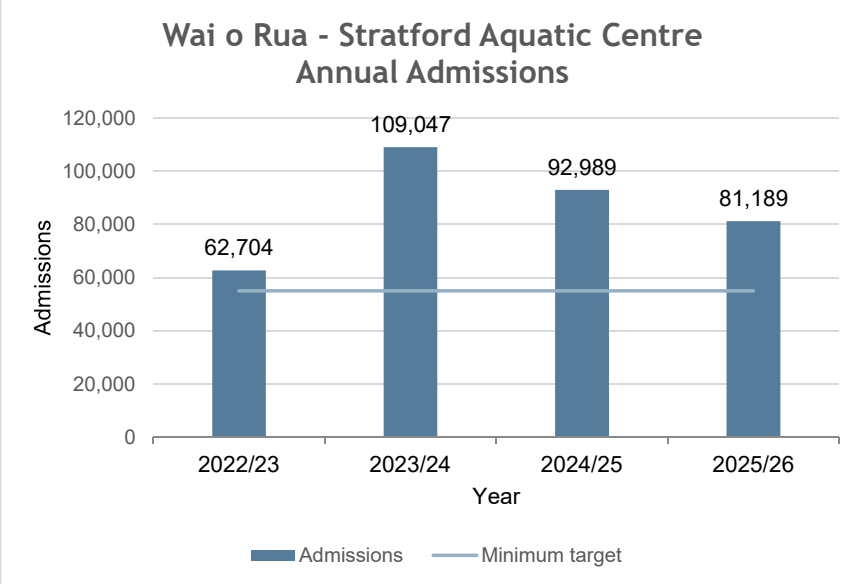
Staffing costs relate to all roles including the manager and coordinators, lifeguards, swim and group fitness instructors, and customer service. The staffing structure review has been completed, and roster arrangements continue to be refined in response to staff movements, operational requirements and appropriate staffing ratios.

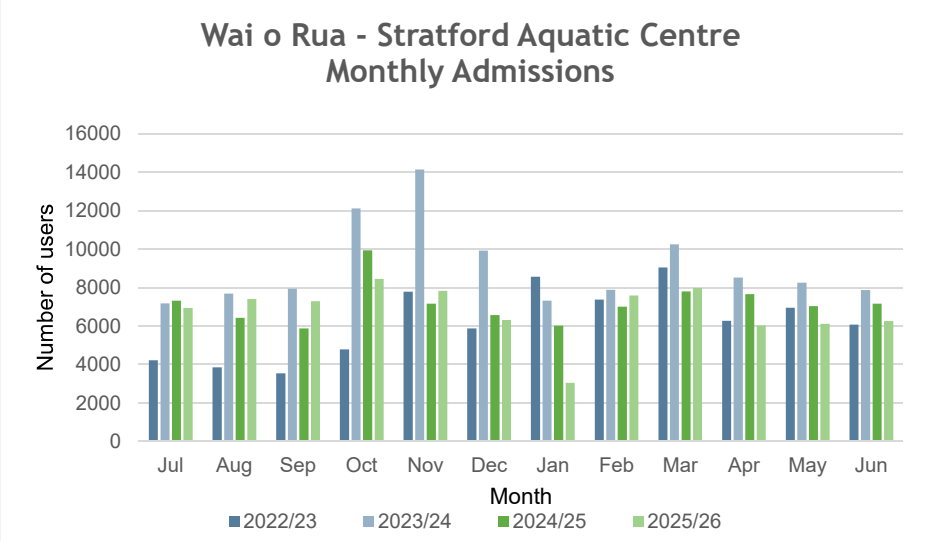
Work on the annual lifeguard and swim instructor recruitment and training programmes continue. A training calendar has been developed, alongside a review of recruitment and training processes. This supports workforce capability and helps to maintain a sustainable pipeline of qualified staff.

Ongoing priorities include strengthening team capability, reviewing roster efficiency and ensuring staffing levels continue to support safe and effective service delivery.

3.2.3 Admissions

Admissions were 81,189 for 2025/26, with an annual target of 55,000. It is recommended that the annual admissions target is increased to 75,000 in the Long Term Plan 2027 - 2037. This proposed target provides for fluctuations that may occur including shutdowns and changes in programme delivery.





Note: Two week planned maintenance shutdown occurred in January 2026.

3.2.4 Programmes

Programmes provide value added services and diversify the facility's offering. They have contributed an average of 50% of the facility's income.

Key highlights include:

- Toi Foundation continued support of the Schools Water Safety Programme.
- Participant numbers for the Wai o Rua Learn to Swim Programme have increased year-on-year, with Term 1 proving to be the most popular term each year and "Dolphins" (typically 5 to 8-year-olds) being the most popular programme level.
- Private Lessons continue to increase year-on-year, with an increase in 2:1 ratio lessons in 2025/26.
- Group Fitness Classes have seen steady year-on-year increases, with spin bikes, pilates, strength and balance and aqua aerobics classes being the most popular.
- Work was completed to enable registrations online for the Wai o Rua Learn to Swim Programme for Term 4.

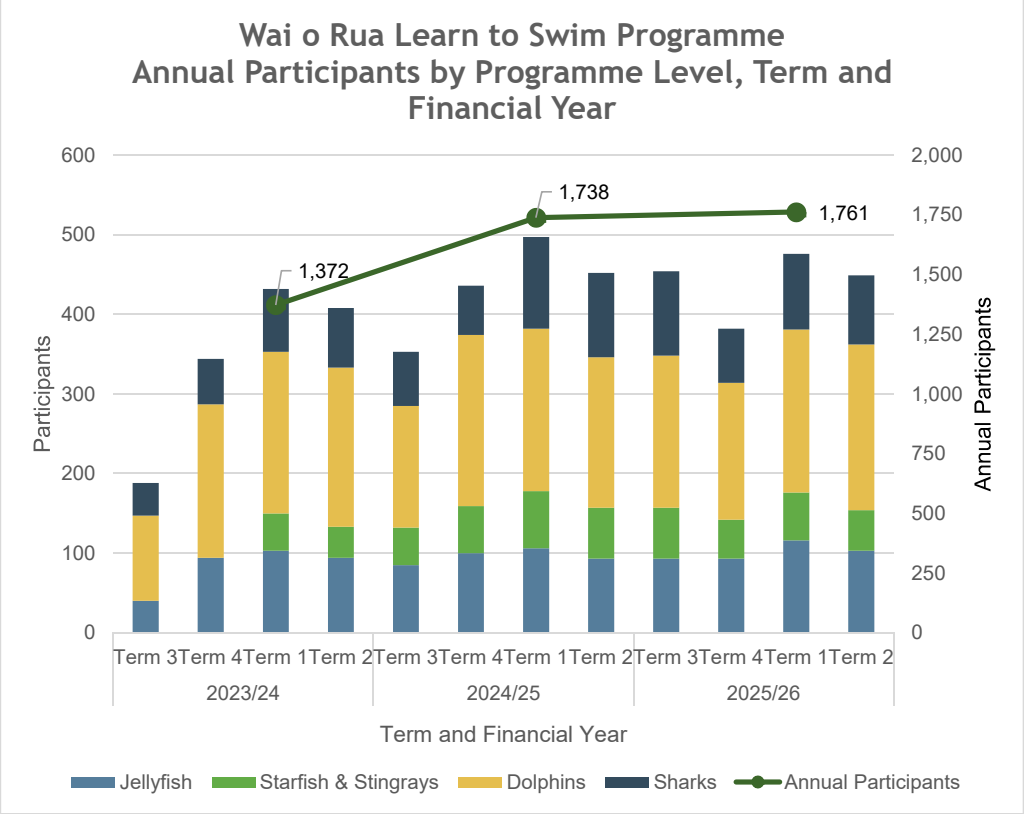
Next steps:

- Implement the marketing strategy including user surveys.
- Continue to monitor class sizes for optimisation.
- Refine the online registration process for the Wai o Rua Learn to Swim Programme.

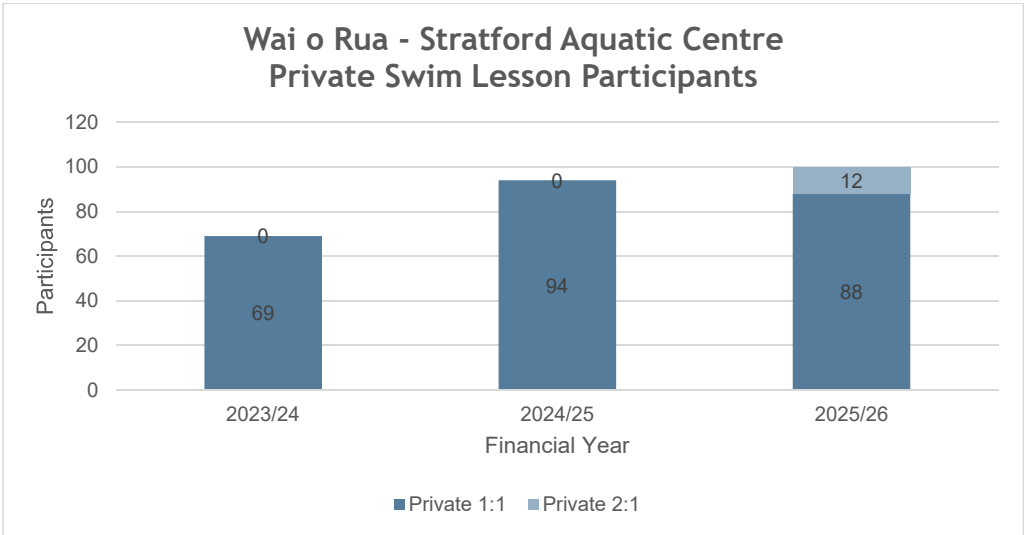
Toi Foundation Schools Water Safety Programme

	Funded by Toi Foundation	Stratford District Schools	Outside District Schools	Number of Student Lessons
2023/24	$155,000	9 of 11	7	13,349
2024/25	$105,000	9 of 11	1	10,934
2025/26	$105,000	7 of 11	2	9,126

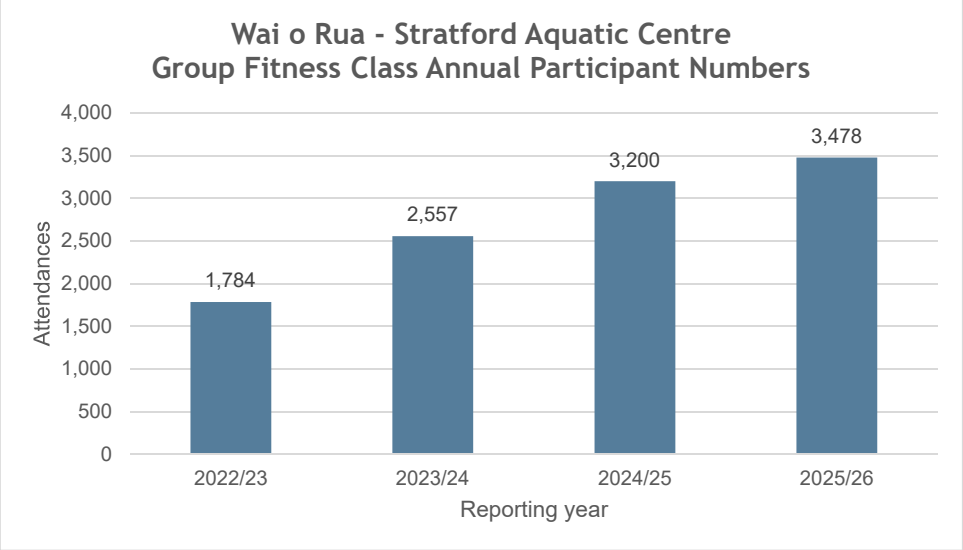
Wai o Rua Learn to Swim Programme

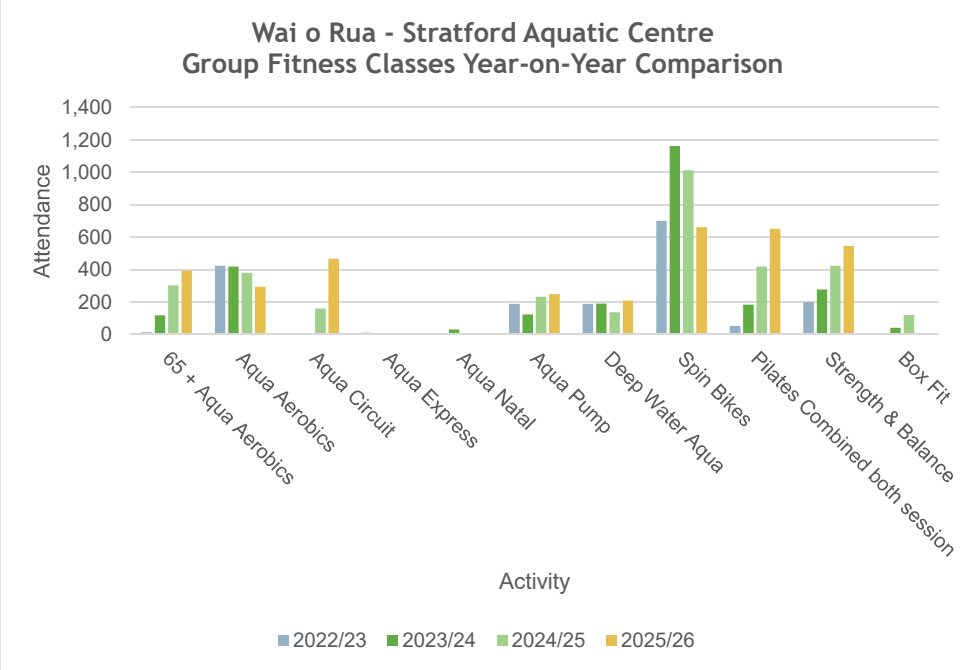


Private Swim Lessons



Group Fitness Programmes





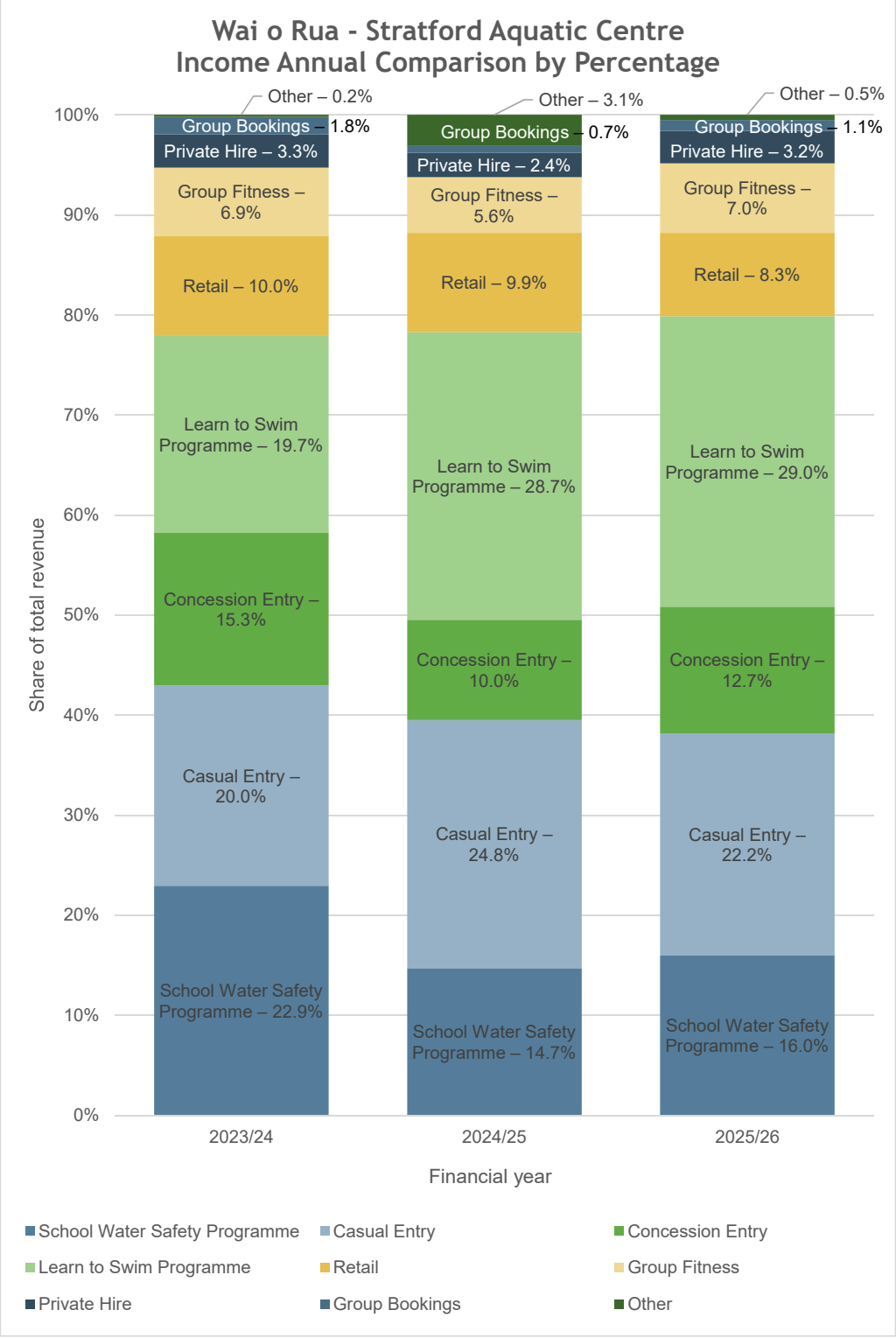
4. Financial Performance

This is the first time the facility has had three full financial years of data, enabling a year-on-year comparison from 2023/24 to 2025/26. The 2022/23 year reflects a partial year of operation following the facility opening in October 2022.

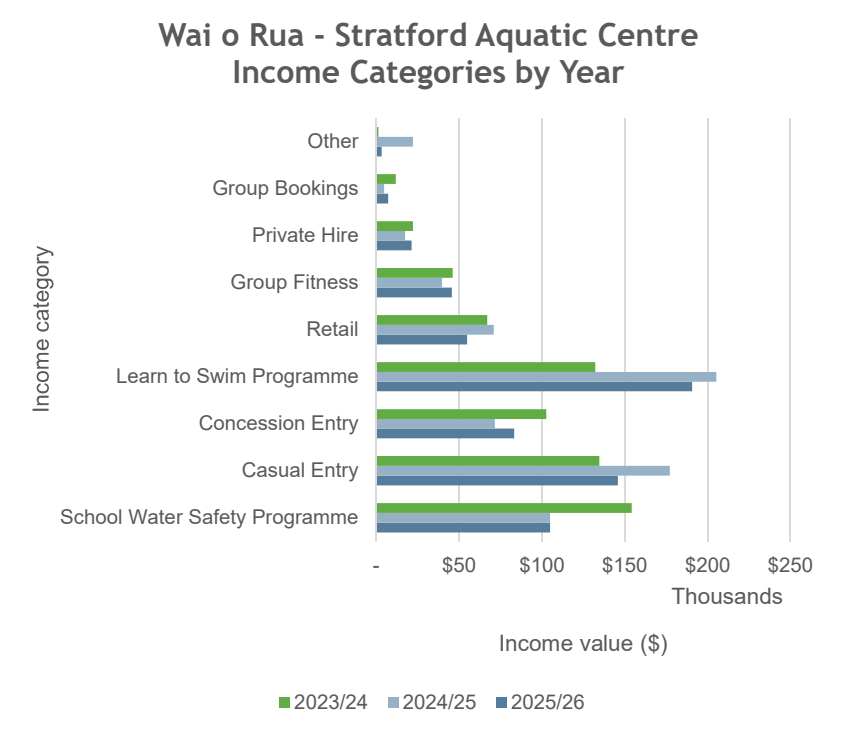
Key highlights include:

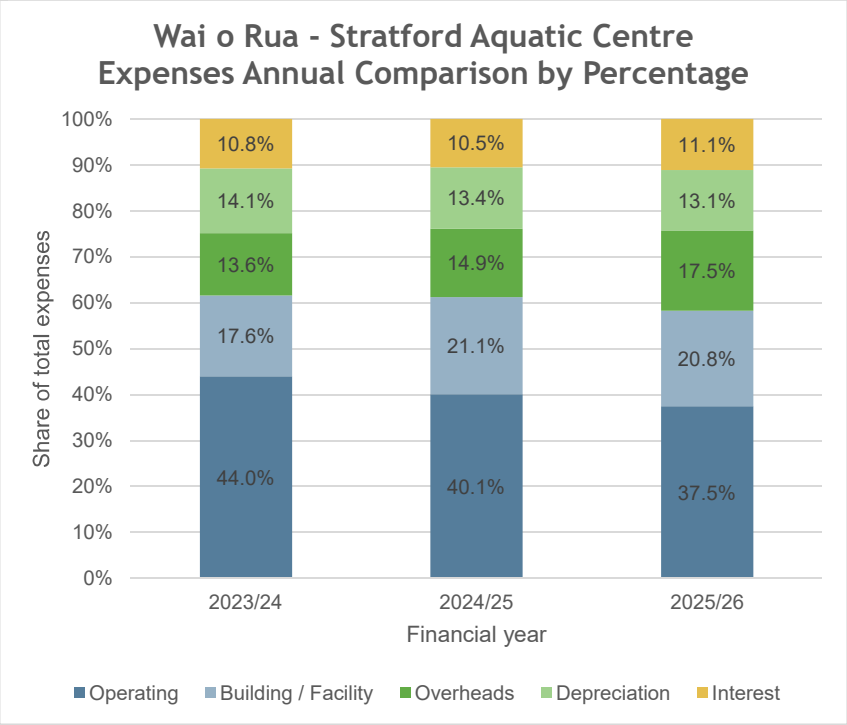
- Programme delivery remained the largest source of revenue for the facility, contributing to an average of 50% of the facility's income each year.
- Casual entry and concession fees contributed to 35% of the facility's income each year.
- Retail income contributed around 10% in 2023/24 and 2024/25, reducing to 8% in 2025/26. Retail profit margins peaked in 2024/25 reaching 49%.
- Other revenue sources remained steady at approximately 5% each year.
- General rates and user charges remained within the approved funding targets each year.
- Total operating costs increased year-on-year, although the rate of increase slowed in 2025/26. Some operating costs reduced slightly in 2025/26, supported by reductions in energy and cleaning costs, while fixed costs increased in 2025/26, largely due to allocated overheads and repairs and maintenance.

	2022/23	2023/24	2024/25	2025/26 Actuals	2025/26 Budget
	TSB Pool and Wai o Rua (from October)	**Wai o Rua**	**Wai o Rua**	**Wai o Rua**	**Wai o Rua**
Revenue	$355,000	$518,000	$592,000	$552,000	$703,000
Operating Costs	$1,548,000	$1,971,000	$2,067,000	$2,020,000	$2,208,000
Fixed Costs *(Interest, Depreciation, Allocated Overheads)*	$1,010,000	$1,229,000	$1,309,000	$1,451,000	$1,411,000
Total Operating Costs	$2,558,000	$3,200,000	$3,376,000	$3,471,000	$3,619,000
Net Costs *(Total Operating Costs less Revenue)*	**$2,203,000**	**$2,682,000**	**$2,784,000**	**$2,919,000**	**$2,916,000**
Funded By:					
Rates	$1,258,000	$2,006,000	$2,511,000	$2,697,000	$2,695,000
Loans		$193,000	$0	$0	$0
Grants and Donations		$168,000	$179,000	$105,000	$0
Reserves and Other Funding	$421,000	$460,000	$649,000	$600,000	$605,000
Funding Sources					
General Rate	78%	80%	81%	83%	79%
User Charges	22%	20%	19%	17%	21%



Wai o Rua – Stratford Aquatic Centre: Activity Management Plan
6 Month Report – September 2026


Wai o Rua - Stratford Aquatic Centre
Income Categories by Year
Other
Group Bookings
Private Hire
Group Fitness
Retail
Learn to Swim Programme
Concession Entry
Casual Entry
School Water Safety Programme
Income category
-
$50
$100
$150
$200
$250
Thousands
Income value ($)
2023/24
2024/25
2025/26


Wai o Rua - Stratford Aquatic Centre
Expenses Annual Comparison by Percentage
100%
90%
80%
70%
60%
50%
40%
30%
20%
10%
0%
Share of total expenses
10.8%
14.1%
13.6%
17.6%
44.0%
10.5%
13.4%
14.9%
21.1%
40.1%
11.1%
13.1%
17.5%
20.8%
37.5%
2023/24
2024/25
2025/26
Financial year
Operating
Building / Facility
Overheads
Depreciation
Interest

Operating Expenses by Category (% of Total)

Operational Expense Category	2023/24	2024/25	2025/26
Staffing	35.7%	31.6%	31.5%
Depreciation	14.1%	13.4%	13.1%
Overheads	13.6%	14.9%	17.5%
Energy	10.9%	14.3%	12.3%
Interest	10.8%	10.5%	11.1%
Cleaning	3.1%	2.2%	0.8%
Insurance	2.4%	3.0%	2.4%
Other (Operating)	2.8%	2.0%	2.6%
Contract Services	1.5%	3.3%	3.5%
Stock	1.4%	1.1%	1.0%
Repairs and Maintenance	0.7%	0.9%	2.4%
External Funding Expenditure	1.2%	1.2%	0.3%
Chemicals	0.8%	0.8%	0.4%
Water Consumption	0.9%	0.8%	1.1%
Total Expenses	**100.0%**	**100.0%**	**100.0%**

Net Profit for Retail

	2023/24	2024/25	2025/26
Retail Income	$67,006.92	$70,955.78	$54,831.00
Cost of Goods	$44,587.38	$36,499.17	$34,239.00
Net Profit	$22,419.54	$34,456.61	$20,592.00
Profit Margin	33%	49%	38%

Revenue and Financing Targets

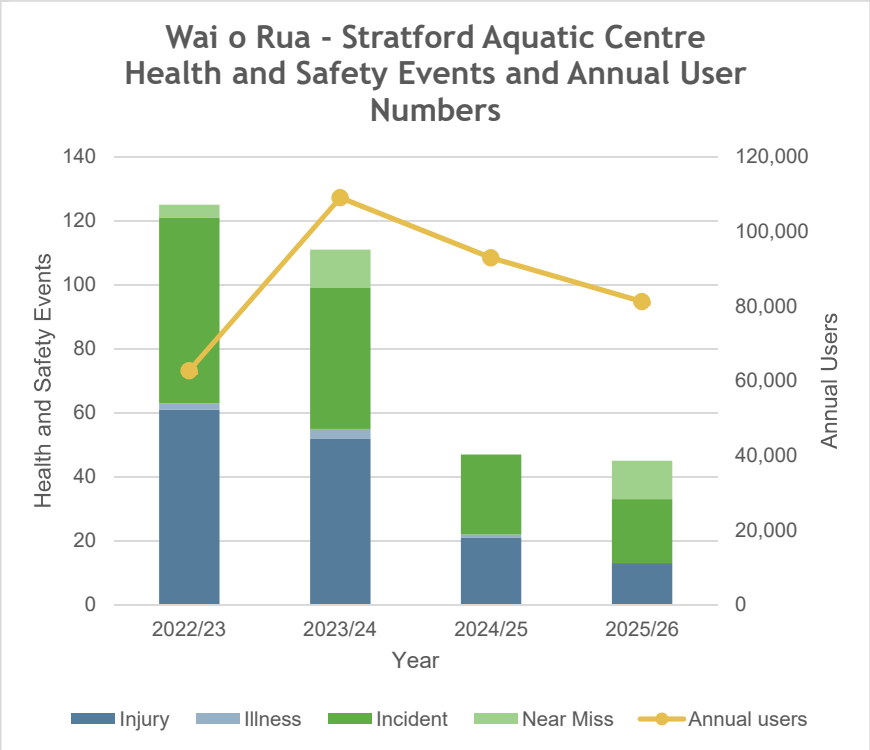
	Target	2022/23	2023/24	2024/25	2025/26
General Rates	*75 – 90%*	78%	80%	81%	83%
User Charges	*25 – 10%*	22%	20%	19%	17%

5. Risk, Issues, and Constraints

5.1 Health and Safety

The tables below show the health and safety events recorded since opening, and the number of events in relation to annual admissions. 125 events were recorded in the first year at the facility in comparison to 45 for 2025/26.

Reported events declined significantly between 2023/24 and 2024/25 and remained relatively consistent in 2025/26. Near misses accounted for 25% of events in 2025/26, compared with none in 2024/25. This may indicate improved proactive reporting and management by staff. The overall reduction may also reflect increased familiarity with the facility among users and staff.



5.2 Other

Work continues to optimise reporting data and review templates to improve quality and consistency.

6. Conclusion

Progress has continued across most AMP actions during the 12-month period since its adoption. The next reporting period will focus on further energy optimisation including progressing the solar assessment, implementing marketing strategy initiatives, refining programme performance, and improving reporting quality and consistency.

Appendix A: Wai o Rua - Stratford Aquatic Centre Action Plan Update

Priority Key	
High	Within 6 months
Medium	6 – 18 months
Low	18 months +

Status Key	
Completed	Action finished.
Ongoing	Recurring activity with no fixed completion date.
In Progress	Work has commenced but is not complete.
Yet to Commence	Work has not started
Deferred	Action intentionally postponed.

	Action	Priority	Status	Comment
Programmes	Regularly review class occupancy levels, and where they do not break even implement next steps such as targeted marketing or restructuring the class to ensure sustainability.	Medium	Completed	Completed in this 6 month period. Thursday night spins and the second Aqua Circuit class on Thursday were removed following reduced demand. Ongoing monitoring continues.
	Marketing and communications plans are established.	Medium	In progress	Marketing Strategy completed. Next steps are to start implementing actions from the strategy and create communications plans where needed.
	User and non-user surveys are undertaken to assess demand for class type, times, days, length of class, price point.	Medium	In progress	Draft surveys complete. Next step is to implement the surveys.
	Maintain an annual training and recruitment programme to recruit new swim and group fitness instructors.	Medium	In progress	Training calendar has been developed alongside a review of the training and recruitment process.
	Review the current roster.	Medium	Ongoing	Ongoing revision of the roster continues, refined when staff depart alongside staff ratios as needed.
	Explore opportunities for professionals to use the facility.	Medium	Yet to commence	
	Explore partnerships with event professionals to enhance value add offerings.	Medium	In progress	Communication with local and regional swim organisations continues.
Retail	Ensure all applicable retail items maintain at least a 75% markup to protect profit margins.	Medium	In progress	The initial markup percentage target may need to be reviewed.
	Maximize profitability of food and beverage sales by aligning pricing with the recommended retail price and achieving a 100% markup where possible.	Medium	In progress	Food and beverage pricing has been reviewed against recommended retail prices, with margins averaging approximately 70% rather than a 100% mark-up. The target of 100% may need to be reviewed.
	Marketing and communications plans are established to support the retail function.	High	In progress	Marketing Strategy completed. Next steps are to start implementing actions from the strategy and create communications plans where needed.

	Food and drink options are explored.	Medium	In progress	Ongoing. Several brands have been assessed. The next step is to select and implement the options that best meet user needs.
	Coffee delivery options explored.	Medium	In progress	Draft design completed and awaiting quotes.
	User surveys are conducted to assess demand for retail items and optimal price points.	Medium	Yet to commence	
Sponsorship	Seek external funding to enhance services, programmes, or infrastructure that contribute to positive outcomes for the facility.	High	Ongoing	Funding of $105,000 has been obtained to support the water safety programme.
	Opportunities for sponsorship and/or grants from external providers are identified.	Medium	Ongoing	Potential opportunities are documented. Opportunities will be sought as the needs are identified.
	Marketing collateral is developed to support sponsorship opportunities.	High	In progress	Marketing Strategy completed. Next steps are to start implementing actions from the strategy and create communications plans where needed.
Hours and Fees and Charges	Opening hours are reviewed periodically.	Low	Yet to commence	
	Opening hours for public holidays are reviewed.	Low	Yet to commence	
	Initiatives to maximise revenue on Public Holidays are explored and implemented where practical.	Medium	Yet to commence	
	Review the Fees and Charges by December annually.	High	Completed	Completed by staff for this year for consideration in the LTP process.
Staffing	Maintain an annual training programme to recruit new lifeguards.	High	In progress	Training calendar has been developed alongside a review of the training and recruitment process.
	Review the annual training and recruitment programme for lifeguards.	High	In progress	Training calendar has been developed alongside a review of the training and recruitment process.
	Review the current roster.	High	In progress	Ongoing revision of the roster continues, refined when staff depart alongside staff ratios as needed.
	Review staffing structure.	High	Completed	Completed in the first 6 months.
Energy	Await the post commissioning energy audit and review recommendations.	High	In progress	Officers are actively working through the recommendations with service providers.

	Explore alternate energy providers.	High	Completed	The facility started with a new energy provider from 1 July. Initial month on month savings when compared to the same months last year show significant savings.
	Explore solar energy options in the future.	High	In progress	An initial feasibility study has been completed showing an approximate 20% saving. Next steps are a structural assessment, business case and quote.
Depreciation and Insurance	Review Council's policy on the funding of depreciation.	Medium	Yet to commence	To be considered as part of Council's wider depreciation discussions, as part of the LTP process by 30 June 2027.
	Review Council's risk appetite for insuring the facility and public liability.	Medium	Yet to commence	To be considered as part of Council's wider insurance discussions.
Contract Services	Explore cleaning service options for reducing this expense.	High	Completed	Completed in the first 6 months. The cleaning contract ended in September 2025. Cleaning has since been undertaken by staff. A nominal amount has been retained in the 2026/27 budget for specialist cleaning.

MONTHLY REPORT
Assets Department

TE KAUNIHERA Ā ROHE O WHAKAAHURANGI STRATFORD DISTRICT COUNCIL

F25/96/004 – D26/38279

To: Policy and Services Committee
From: Director - Assets
Date: 27th October 2026
Subject: Assets Monthly Report for September 2026

Recommendation

THAT the report be received.

_____/_____
Moved/Seconded

1. Highlights

Planning General

- Early Conversation workshops are ongoing. While the Roading workshops are complete, the workshops for the 3-Waters, Property, Waste and Parks & Reserves activities are expected to be completed by mid-November.
- These workshops will inform the Asset Management Plans (AMPs) being developed across 7x activity areas.
- The outputs are key inputs into key documents required by legislative including the Roading Infrastructure Strategy (RIS), 3-Waters Strategic Asset Management Plan (SAMP), Water Services Strategy (WSS), Investment and Delivery Plan (IDP) and the Long-Term Plan (LTP).

Roading

- Culvert renewals/upgrades - 7x on Junction Road, 1x Marco Road, 1x Junction Road and 1x Raupuha Road
- Grading completed on Douglas North Road, Junction Road, Mangamaire Road, Mangaoapa Road, Matau North Road and Upper Mangaehu Road
- Water tables cleared on Brookes Road, Climie Road, Junction Road, Mangaehu Road, Mangaoapa Road, Matau Road Puniwhakau Road, Raupuha Road, Soldiers Road, Standish Road, Swansea Road, Tututawa Road
- Works underway on new retaining walls along Whitianga Road and Kohuratahi Road

3-Waters

- The Grit tank project construction is nearing completion.
- The desludging project continued in September.
- Monthly influent and effluent composite sampling of the wastewater treatment ponds is ongoing in accordance with resource consent condition; good compliance is being maintained.

Solid Waste

- The first battery recycling collection was completed in September. The Transfer Station received a good number of car batteries, which have a recycling value that will help offset the costs of recycling household batteries.
- Overall contamination 'pass' remained at 91% for September.
- No red high contamination tags for Midhirst.

Capital Projects

- Year to date 30 September 2026, 7%, being 5 (of 75) budget lines have been completed..
- It is anticipated 96% of the capital works budget will be spent, with a net underspend of 2.8%;
- 2 budget lines (Desludging Ponds, Flint Road Subdivision) are projected to be included in the 2027/37 LTP discussions.

2. Roading

- Level of Service and Performance Measure

The Levels of Service for the Roading Activity are measured using several performance indicators as shown in the table below.

Table 1: Roading Level of Service (LoS) and Performance Measures

Level of Service	Performance Measure		Target	2026/2027 YTD
To Provide a Safe Roading Network	Road safety - The reduction from the previous financial year in the number of deaths and serious injury crashes (DSI) on the local road network, expressed as a number.		A reduction of at least 1	Not yet measured *(DSI for 2025/26 = 5)*
To provide a well-maintained roading network	Road Condition - The average quality of ride on sealed road network, measured by smooth travel exposure.	Urban	≥ 60%	Not yet measured (*54% - Not achieved in 2025/26)*
		Rural	≥ 91%	Not yet measured *(94% - Achieved in 2025/26)*
	Sealed road maintenance – The percentage of the sealed road network that is resurfaced:		≥5%	Not yet measured
	Unsealed road maintenance - The percentage of the unsealed road network that has been metal dressed.		≥7%	Not yet measured
To provide a well-maintained roading network	Footpaths - The percentage of footpaths within a territorial authority district that fall within the level of service or service standard for the condition of footpaths that is set out in the territorial authority's relevant document (annual plan, activity management plan, asset management plan, annual works programme or long-term plan)		>72.5%	Not yet measured *(95% - Achieved in 2025/26)*
	Response to service requests - The percentage of customer service requests relating to roads and footpaths to which the territorial authority responds within the time frame specified in the long-term plan (note: this information is held in the asset management plan not the long-term plan).		>88%	Not yet measured (*100% - Achieved in 2025/26)*
	Percentage of residents who are satisfied with Roading Network	Urban Road Networks	>50%	Not yet measured
		Rural Road Networks	>50%	Not yet measured
		Footpaths	>80%	Not yet measured

- Customer Requests

There are no outstanding customer request (CRMs) for the month of September.

- Routine Maintenance

Completed works for the month of September are summarised in **Table 2** below.

Table 2: Routine Maintenance Works – September 2026

Item	Activity Class	Completed Works
1	Unsealed Roads	• **Potholes** filled on Barleymans Road, Denbigh Road, Marco Road, Tuna Road and Waingongoro Road • **Grading** completed on Douglas North Road, Junction Road, Mangamaire Road, Mangaoapa Road, Matau North Road and Upper Mangaehu Road • **Maintenance Metalling** on Puniwhakau Road and full re-sheet of Vera Road with AP65 • **Dig-out** completed on Upper Mangaehu Road • **Saturated Pavement** sorted on Tututawa Road 4x3.5m • **Scouring** sorted on Tututawa Road
2	Signs/ Furniture & Structures	• **Sign Straightening** done on Beaconsfield Road, Bird Road, Celia Street East, 2 x Cheal Road, 2 x Cloten Road, 2 x Eastern Service Lane South, Hamlet Street South, 2 x Miranda Street North, 5 x Opunake Road, Palmer Road North, Pembroke Road West, Pembroke Road SPR, Quarry Road, Raekohua Road, Regan Street West, Ronald Road, 2 x Salisbury Road, Swansea Road • **Post Down/Reinstatement** completed on Pembroke Road West and 4 x Quarry Road • **New Installation** on Bird Road, 4 x Lower Kohuratahi Road (restricted bridge signs), 2 x Raekohua Road (school bus route) • **Dirty Post/Signs** cleaned on Barclay Road, Celia Street East, Claudius Street, Flint Road East, Miranda Street North, Opunake Road, Orsino Place, Oswald Place, Page Street, Portia Street North, Regan Street West, Warwick Road East • **Missing signs** replaced on Brewer Road, Rosalind Street, Rowan Road South, Salisbury Road and 2 x Standish Road • **Damaged Signs repaired** on Fords Access, 2 x Opunake Road, Pembroke Road West, 2 x Raekohua Road and Standish Road • **Incorrect sign** adjusted on 2 x Quarry Road and SH3 2 Broadway
3	Environmental	• **Detritus** cleared on Barleymans Road, Hastie Road, Hunt Road (loose chip), 2 x Miranda Street North (moss and loose gravel) and CRM 32868/2026 broken glass SH3 2 Broadway • **Illegal dumping** collected on 2 x Portia Street Central and Standish Road • **Minor slips** cleared on 3 x Mangaehu Road • **Trees/branches** removed on Croydon Road, Raekohua Road and Mangaehu Road • **General Debris** cleared on Portia Street North, Pembroke Road East and Standish Road
4	Pavement	• **Potholes** Sealed Various sites. • **Levelling** completed Antonio Street Ext, 5 x Celia Street West, 2 x Essex Street, 7 x Mangaoapa Road, Mohakau Road, Opunake Road, 9 x Page Street and 2 x Wawiri Road • **Dig-outs** on Olivia Street and Page Street • **Service cover uneven** levelled on Page Street
5	Surface Water Channels	• **Cleared Detritus** Gutters cleared from weeds, debris, silt and leaves on Antonio Street and Antonio Street Extension, Celia Street East, Cloten Road, Juliet Street, Miranda Street North & South, Orlando Street North and SH3 (2 Broadway)
6	Shoulders	• **Edge Break** repairs done on Barclay Road, Beaconsfield Road, 5 x Bird Road, Croydon Road, Mangaoapa Road, Mohakau Road, Pembroke Road SPR, 3 x Raupuha Road, Skinner Road and Waingongoro Road • **Low Shoulder** repaired on Brecon Road South – CRM 32579/2026 • **High Shoulder** on Brookes Road and 2 x Climie Road • **Edge Rutt** Mangaehu Road 35m long
7	Drainage	• **Cleared inlet/Outlets** on Hastings Road North, Junction Road, Mangaehu Road, Pembroke Road East, Perry Road, Puniwhakau Road, Radnor Road, Raekohua Road, Skinner Road, Soldiers Road, Tututawa Road and Waihapa Road

Item	Activity Class	Completed Works
		• **Culvert markers** replaced on Climie Road, Junction Road, Palmer Road, Puniwhakau Road, Quarry Road, Radnor Road, Raekohua Road, Sole Road and Tututawa Road • **New/Upgrade Culverts** 7 x 375mm on Junction Road, and 1 x Marco Road, 450mm Culverts 1 x Junction Road RP10878 and 1 x Raupuha Road RP5021 • **Water tables cleared** on Brookes Road, Climie Road, Junction Road, Mangaehu Road, Mangaoapa Road, Matau Road, Puniwhakau Road, Raupuha Road, Soldiers Road, Standish Road, Swansea Road, Tututawa Road
8	Emergency Work	• **Fallen Trees/Branches** cleared on Tauwharenikau Road • **Landslips** cleared on Croydon Road, Mangaehu Road, Puniwhakau Road, Soldiers Road, Standish Road, Tututawa Road and Wingrove Road • **Road dropouts** worked on Junction Road & Raupuha Road CRM 32447/2020 • **Vehicle Accidents** on CRM 32781/2026 Opunake Road and CRM 32741/2026 Celia Street West
9	Bridges	• **Debris Clearing** completed on Barclay Road, Flint Road East, Quarry Road and Skinner Road • **New Edge marker posts** installed on sight rail Lower Kohuratahi Road
10	Railings	• **Repair** installed on sight rail Lower Kohuratahi Road • **Vegetation** removed from rail on Swansea Road
11	Vegetation	• Reach mowing on Bayly Road, Chesswas Access, Hartnet Road, Mangaotuku Road, New Road, Raupuha Road, Toko Road, Tututawa Road and Walter Road
12	Footpath	• **Uneven surface** fixed on Celia Street West, Ferdinand Street, 2 x Miranda Street North • **Vegetation –** atom edger used on Miranda Street North and Celia Street West • **Pothole** repaired on Page Street • **Depression** pavers fixed on SH3 2 Broadway • **Cracked concrete** fixed on Ferdinand Street



Figure 1: Bridge and Drainage cleaning – Before and After photos

Soldiers Rd clear Landslip Dispatch 63057



Soldiers Rd Blocked Drainage Dispatch 71602



Footpath Vegetation cleared Dispatch 70930 61 – 59 Celia Str



Figure 2: Culvert cleaning, footpath vegetation cleaning



Figure 3: Dig-out, Olivia Street



Figure 4: Culvert renewals/upgrades



Kohuratahi Rd RP 4.480



Kohuratahi Rd RP 4.480

Figure 5: A new retaining wall under construction on Kohuratahi Road



Figure 6: Fulton Hogan's Monthly Programme Achievement Chart – September 2026

3 Services

- Water Supply

The Levels of Service for the Water Supply Activity are measured using several performance indicators as shown in the table below.

Table 3: Water Supply LTP and AP Level of Service (LoS) and Performance Measures

Level of Service	Performance Measure	Target	2026/2027 YTD
Water is Safe to Drink	**The extent to which the local authority's drinking water supply complies with the drinking Water Services Regulations 2022 and the Drinking Water Quality Assurance Rules 2022.**		
	Stratford	100%	100%
	T3 Bacterial Rules		100%
	D3.29 Microbiological Monitoring Rules		
	T3 Protozoal Rules		100%
	Midhirst:	100%	100%
	T2 Treatment Monitoring Rules		100%
	T2 Chlorine Rules		
	D2.1 Distribution System Rules		100%
	T2 Filtration Rules		
	T2 UV Rules		
	Toko:	100%	100%
	T1 Treatment Rules		100%
	D1.1 Distribution System Rules		
			100%
A Reliable Water Supply is Provided	**Fault response times - Where the local authority attends a call-out in response to a fault or unplanned interruption to its networked reticulation system, the following median response times are measured:**		
	Attendance for urgent call-outs: from the time that council receives notification to the time that service personnel reach the site.	2 hours	0 hr 23 mins

Level of Service	Performance Measure	Target	2026/2027 YTD	
	Resolution of urgent call-outs: from the time that council receives notification to the time the service personnel confirm resolution of the fault or interruption.	9 hours	2 hr 57 mins	
	Attendance for non-urgent call-outs: from the time that council receives notification to the time that service personnel confirm resolution of the fault or interruption	2 working days	0 day 1 hrs 14 mins	
	Resolution of non-urgent call-outs: from the time that council receives notification to the time the service personnel confirm resolution of the fault or interruption	5 working days	0 day 5 hrs 12 mins	
	Number of un-planned disruptions			
	Minor disruptions (between 5 and 50 connections affected)	< 6	0.33	
	Major disruptions (more than 50 connections affected)	< 3	0.67	
Water has a pleasant taste and odour	Customer Satisfaction - Total number of complaints received for any of the below: • Drinking water clarity • Drinking water taste • Drinking water odour • Drinking water pressure or flow • Continuity of supply Council's response to any of these issues expressed per 1000 connections to council's networked reticulation system.	<32	0 0 0 0 0 0	0
Demand Management	Demand management - The average consumption of drinking water per day per resident within the district (in litres).	<275L / resident / day	Not yet measured	
Water flow and pressure is appropriate for its intended use.	Water Pressure – The average water pressure at 50 properties within the water supply zone, including any that have complained about pressure and or flow meets Council specifications (flow>10l/min & pressure>350kpa)	100%	Not yet measured	
Water supply meets firefighting requirements.	Fire hydrants meet NZFS Code of Practice conditions regarding supply	100%	Not yet measured	

Water Treatment

- No major water treatment plant issues were experienced during this reporting period.
- During this period power was lost at the Midhirst Water Treatment Plant. Midhirst lost water supply for 2 hours; water treatment plant staff were alerted and attended site to connect the backup generator.
- Works to complete automatic startup of the generator during power failures are ongoing, expected to be completed during October.

Water Reticulation

- During this reporting period a significant leak developed on a tapping band on the watermain directly across the river from the Midhirst Water Treatment Plant.
- To facilitate repair the water supply to the entire town had to be shut off; the repair was completed in under an hour.



Figure 7: Midhirst Watermain Leak on Tapping Band

Stratford Residential Water Meter Data Results

- During this reporting period, the data from the smart water meters over two readings was analysed and the true extent of the leaks at residential properties was understood. Council as notified the affected property owners advising them to fix the leak.
    - One residential property was found to have usage/leakage of 40 m^3 per day, resulting in 1,447,113 litres of water going past the water meter over a 36-day period. This is over 100x the typical residential water usage over the same period (14,400 litres). The property owner was informed of the leak in person and via letter.
    - The second highest user was found to use/lose 24 m^3 per day, resulting in 771,362 litres of water going past the water meter over a 32-day period.
- The top 20 ‘residential’ water users had a combined total usage/leakage of 170 m^3 of water per day.

Capital Projects

- Fluoride Plant Upgrade - The installation is complete, but testing found it leaking from the transfer pump and the suction side pipework. The supplier/installer has been made aware and in endeavouring to fix the issues.
- Stratford Grit Tanks - Works are nearing completion.

Wastewater

The Levels of Service (LoS) for Wastewater Activity are measured using several performance indicators as shown in the table below. The overarching LoS is the management of wastewater without risk to public health.

Table 4: Wastewater Level of Service (LoS) and Performance Measures

Level of Service	Performance Measure	Target	2025/2026 YTD
Wastewater is managed without risk to public health	System and adequacy - The number of dry weather sewerage overflows from the territorial authority's sewerage system, expressed per 1000 sewerage connections to that sewerage system.	<6 per 1,000	0.74
	Discharge compliance - Compliance with the territorial authority's resource consents for discharge from its sewerage system measured by the number of • Abatement notices • Infringement notices • Enforcement orders; and • Convictions, Received by the territorial authority in relation to those resource consents.	<1	0
Fault Response Times	**Where the territorial authority attends to sewerage overflows resulting from a blockage or other fault in the territorial authority's sewerage system, the following median response times measured:**		
	Attendance time: from the time that the territorial authority receives notification to the time that service personnel reach the site; and	2 hrs	0 hrs 51 Mins
	Resolution time: from the time that the territorial authority receives notification to the time that service personnel confirm resolution of the blockage or other fault.	9 hrs	2 hr 20 mins
Customer satisfaction	Complaints - The total number of complaints, expressed per 1000 connections to the territorial authority's sewerage system, received by the territorial authority about any of the following: • Sewage odour • Sewerage system faults • Sewerage system blockages • The territorial authority's response to issues with its sewerage system.	<6	0.74

Level of Service	Performance Measure	Target	2025/2026 YTD
Trade Waste Complaints Response Times	Attendance time: from the time the Council receives notification to the time that a Trade Waste Officer arrives on site.	<2 working days	0d 0hr 0min
Trade Waste Consent Processing	Percentage of trade waste consent applications processed within 15 working days.	100%	100% - 1 application received to date and processed in timeframe

Wastewater Treatment

- No major wastewater treatment plant issues were experienced during this reporting period.

Wastewater Reticulation

- No major wastewater reticulation issues occurred during this reporting period.

Capital Projects

- Desludging Project - Works continuing.

Matters Outstanding

- There are no matters outstanding for this reporting period.

Stormwater

The Levels of Service for the Stormwater Activity are measured using several performance indicators as shown in the table below.

Table 5: Stormwater Level of Service (LoS) and Performance Measures

Level of Service	Performance Measure	Target	2025/2026 YTD
Stormwater system protects property from impacts of flooding.	**System adequacy**		
	The number of flooding events that occur in a territorial authority district. "Flooding" in this context means Stormwater entering a habitable floor	0	0
	For each flooding event, the number of habitable floors affected. (Expressed per 1000 properties connected to the territorial authority's Stormwater system.)	0	0
	For each flooding event, the number of buildings in the central business zone affected by flooding.	0	0
Discharge Compliance	Compliance with the territorial authority's resource consents for discharge from its stormwater system, measured by the number of: • Abatement notices • Infringement notices • Enforcement orders, and • Convictions; received by the territorial authority in relation to those resource consents.	N/A	N/A *(Council does not hold any stormwater discharge consent)*

Level of Service	Performance Measure	Target	2025/2026 YTD
Response Times	The median response time to attend a flooding event, measured from the time that the territorial authority receives notification to the time that service personnel reach the site.	2 hours	0 hrs
Customer satisfaction	The number of complaints received by a territorial authority about the performance of its Stormwater system, expressed per 1000 properties connected to the territorial authority's Stormwater system.	< 9	0

Stormwater Reticulation

- No major stormwater reticulation issues occurred during this reporting period.

4 Trade Waste

- Trade Waste Consent Holders – A round of annual inspections will be undertaken over the coming months. One inspection completed of new wash bay site. Compliant.
- One new consent application received and processed within 15 working days. New conditional consent under the Trade Waste Bylaw to discharge portaloo waste to Esk Road disposal station.
- Permitted Activities - Nil to report. High risk grease traps ongoing monitoring.
- General -Trade waste plan to be implemented before August 2027. Work underway by Officers.

5 Solid Waste

The Levels of Service for the Solid Waste Collection Activity are measured using the performance indicators shown in the table below.

Table 6: Solid Waste Level of Service (LoS) and Performance Measures

Level of Service	Performance Measure	Target	2025/2026 YTD
The levels of waste generated are reducing	Waste to landfill per household (municipal kerbside collection only)	<500kg kg/hh/annum	434kg
	Percentage (by weight) of council-controlled waste stream that is diverted from council-controlled waste streams.	>20%	21%
The waste collection service meets the needs of the community.	Percentage of customers satisfied with the service provided.	>80%	Not yet measured

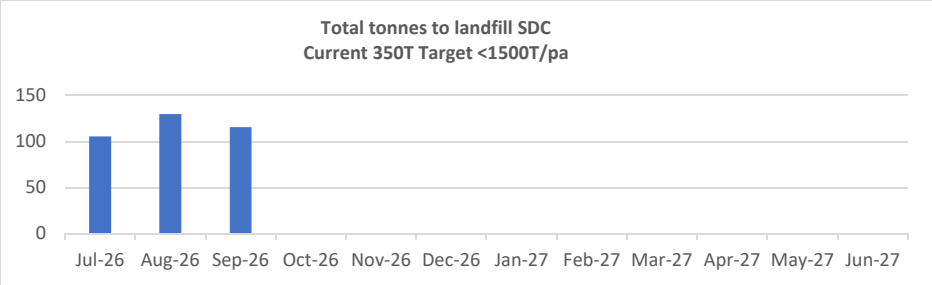


Figure 8: Total Waste to Landfill – Kerbside and Transfer Station Combined)

- Organic and Green waste remains as a high contributor as this is combined with general waste. Some possible 'Waste Tourism'

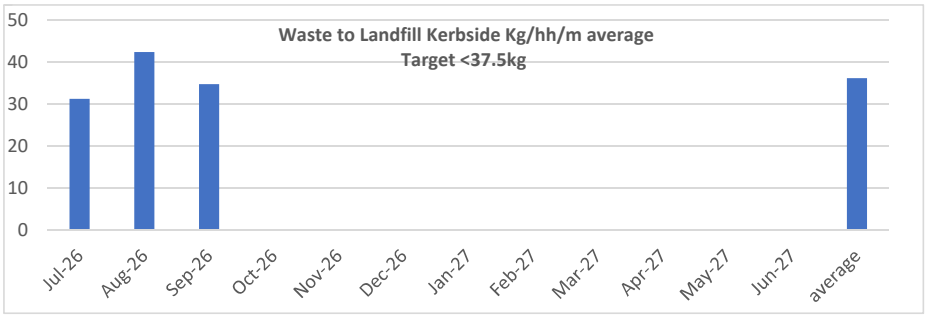


Figure 9: Annual Waste to Landfill - Kerbside (Kg per household per month)

- The annual average of 36.2 kg per household per month is currently below the WMMP target of 37.5 kg



Figure 10: Total Waste to Landfill – Kerbside (Kg per Household

- While kerbside waste to landfill increased noticeably in August, rising from approximately 375 kg per household in July to just over 500 kg in August, September shows an improvement, dropping back to approximately 420 kg per household, although this remains higher than July.
- The three-monthly average remains below the target of 500 kg per household, indicating overall performance is currently tracking within the target.

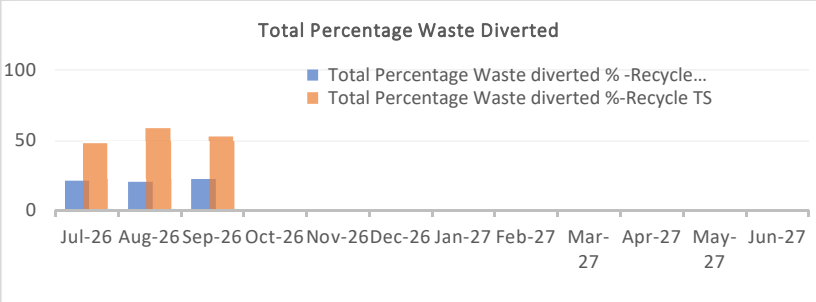


Figure 11: Monthly % waste diverted to recycling

- Kerbside recycling diversion has remained relatively stable, sitting at around 20–22% across July to September
- September Transfer Station diversion decreased to around 52% but remains above the July result.
- Overall, the Transfer Station continues to make a significant contribution to waste diversion, with more than half of material diverted in both August and September.
- A series of education campaigns will be needed to help increase this rate to 27% by 2029 as set in WMMP.

Waste Minimisation Events

- August 2026 – A total of 497 bin audits completed with pass rate increase to 90.9% and high contamination reducing significantly from 3.4% in July to 0.8%, although low contamination increased slightly to 8.2%.
- September 2026 – A total of 470 bin audits completed with a pass rate of 91.06%. High contamination at 2.3%, and low contamination dropped to 6.6%
- Awareness will continue to be raised through targeted educational letters and the issuing of notices where required. To date, delivery of these letters has prompted positive discussions with residents and provided valuable opportunities to educate households on correct recycling practices. Several bin suspensions are currently in place.

6 Development Engineering

- Assessments were made for a total of:
  - Twenty (20) Building Consent applications;
  - Two (2) Land Use application;
  - Fifteen (15) LIM reports; and
  - Zero (0) new subdivision applications.
- Construction work is progressing on the 9 Lot subdivision of 90 Hathaway Street. Water, sewer and stormwater all in place. Currently awaiting pressure testing on water line.
- 4 Lot subdivision at 87 Mercade Close in progress, but slow

7 Property

- Responsibilities are the management of several community facilities, including the Aerodrome; Civic Amenities; Rental and Investment properties and land.
- The 2026/27 customer-service complaints for properties is detailed in Figure 17 and covers all associated facilities, including buildings and toilets.
- There was no customer service complaints for September 2026.

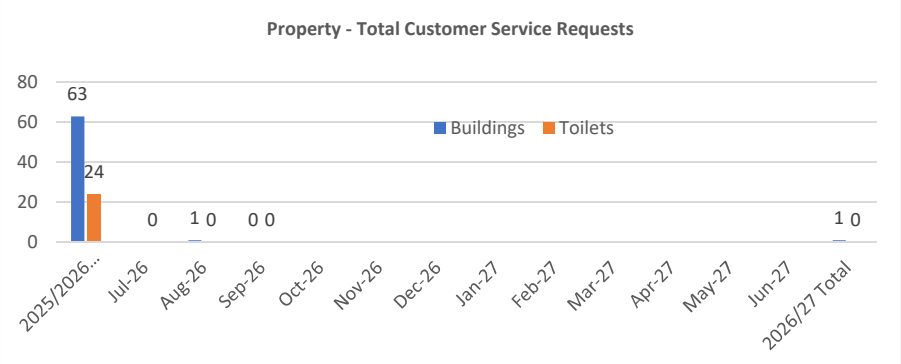


Figure 12: Customer service complaints – September 2026

(NB: The 2025/26 data contain all complaints, concerns, observations and suggestions from the public)

7.1 Aerodrome

Performance Measures below relate to yearly targets which are measured annually.

Table 7: Aerodrome Level of Service (LoS) and Performance Measures

	Performance Measure	Target	2026/2027 YTD
To maintain the Aerodrome for use by the Stratford community and other users	Engage and meet regularly with Aerodrome users by attending formal meetings.	>3 meetings attended annually	Not yet measured for this financial year 3 attended in 2025/26
The aerodrome is used by the Stratford community and visitors.	Number of aircraft movements for the year.	>1,750	Unable to measure – no measuring device installed

- The aerodrome is unable to undertake direct measurement of airspace activity, as the specialised monitoring equipment previously used for this purpose was removed due to the high operational costs.

7.2 Civic Amenities

The Civic Amenities Performance Measures are provided below, many of which are based on annual targets. The Council's Amenities portfolio include:

- Housing for Older Person;
- TET Stadium;
- War Memorial Centre;
- Centennial Restrooms;
- Wai o Rua – Stratford Aquatic Centre;
- Stratford Library; and
- Public toilets

Table 8: Civic Amenities Level of Service (LoS) and Performance Measures

Level of Service	Performance Measure	Target	2026/2027 YTD
To provide well maintained and utilised facilities.	Buildings legally requiring a Building Warrant of Fitness (WoF) have a current Building WoF at all times.	100%	Not yet measured
	Annual daily usage of War Memorial Centre measured by the percentage of days in a year there is a booking.	>75%	97%
	Annual daily usage of Centennial Restrooms measured by the percentage of days in a year there is a booking.	>50%	57%
	Booking cancellations as a percentage of total annual bookings for the War Memorial Centre and Centennial Restrooms.	<20%	WMC 13%
			CRR 4 %
To maintain the housing pool to ensure compliance with the relevant legislation.	All rental units comply with legislative requirements arising from Residential Tenancies Act, Health Homes Standards and any other applicable legislation.	Legislative requirements all met.	Achieved
Maintain existing toilet facilities and ensure regular scheduled cleaning.	Percentage of Stratford District residents satisfied with overall level of service of toilets.	>80%	Not yet measured

The Civic amenities patronage / occupancy rates are presented below.

Housing for Older Persons

- The occupancy rate for the period ending 30 September 2026 was 100%.

War Memorial Centre

- The building was used daily with a total number of bookings was 48 during the month of September 2026:
- 42 bookings honoured.
- 6 bookings were cancelled

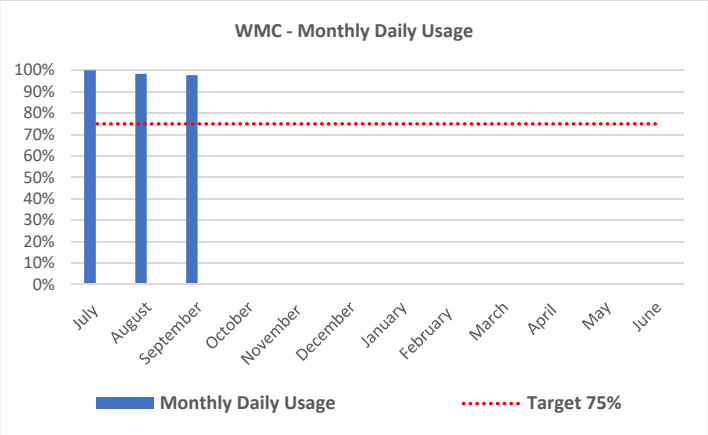


Figure 13: War Memorial Centre Monthly Daily Usage September 2026

Centennial Restrooms

- Total number of bookings was 25 during the month of September 2026:
  - 24 bookings honoured.
  - 1 booking was cancelled.

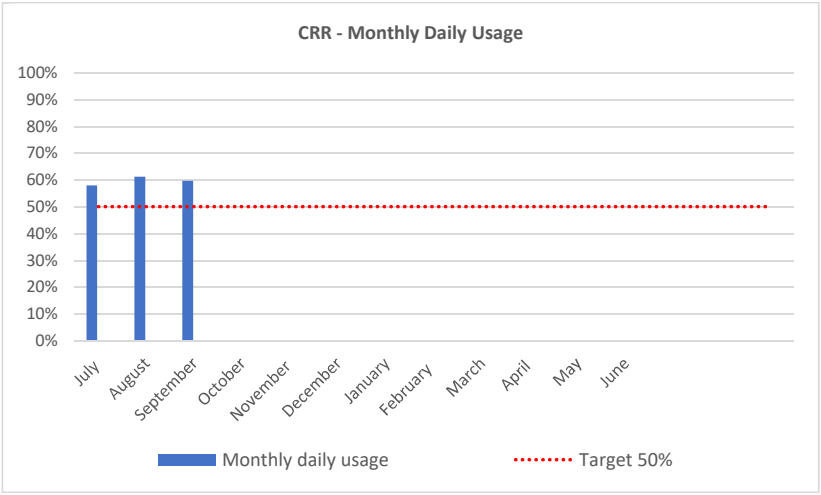


Figure 14: Centennial Rest Rooms - Monthly Daily Usage September 2026

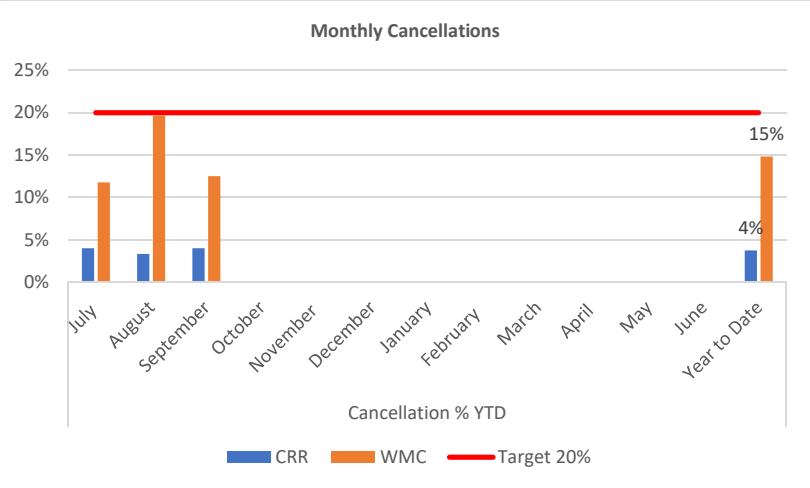


Figure 15: War Memorial Centre/ Centennial Rest Rooms Monthly Cancellations

7.3 Rental and Investment Properties

The Council's Rental and Investment Properties are:

- the Farm;
- the Holiday Park (operated by a third party, with a formal lease on the land); and
- Rental properties (urban and rural land, and commercial properties).

The Levels of Service are measured annually and reported at the end of the financial year, using the performance indicators shown in the table below.

Table 9: Rentals and Investment Properties Level of Service (LoS) and Performance Measures

Level of Service	Performance Measure	Target	2026/2027 YTD
To run the council farm in a way that maximises profits and meets the National Environmental Standards (NES)	Milk production is maximised.	>145,000 kgMS	30,054 kgMS
	The Council farm's Environmental Plan is reviewed annually	Achieved	Not required
To ensure commercial properties owned are safe and legally compliant.	Commercial properties are compliant with relevant legislation.	Achieved	Achieved

- All commercial properties are compliant with the relevant legislation, including the resource consent conditions.
- September production was 19,799.7 kgMS, up from 14,682.2 kgMS in September 2025, with 33,615 kgMS produced season-to-date compared with 23,936 kgMS last season.
- Calving is almost complete with only one calf to go.
- Spring fertiliser has been applied and significant fencing repairs undertaken. Mating is due to commence on 15 October, with turnip planting and silage making also planned.

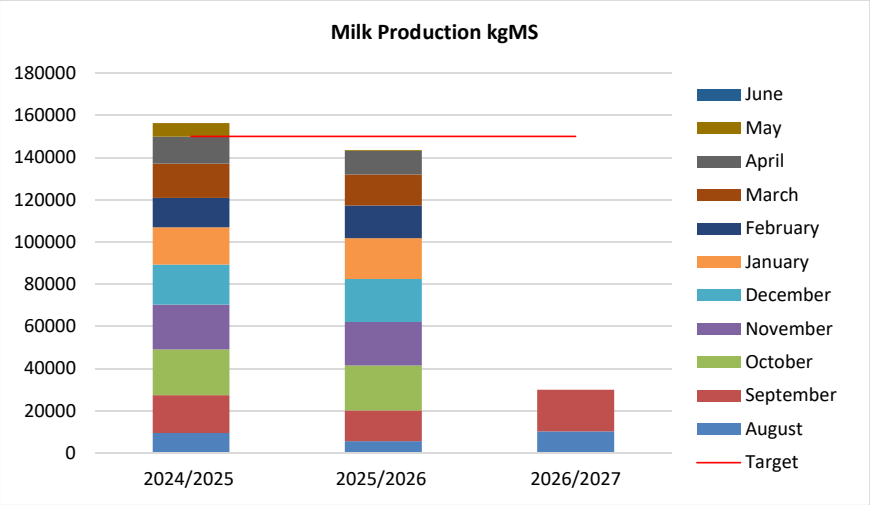


Figure 16: Monthly Milk Production Chart – to September 2026

8 Parks and Reserves

The performance of Council's parks and reserves activities are measured using the targets shown in the table below. Assessment is done annually and reporting at the end of the financial year. The customer service request history for the Parks and Reserves Activity is shown in **Figure 22**.



Figure 17: Customer Service Complaints– to September 2026

Table 10: Parks and Reserves Level of Service (LoS) and Performance Measures

Level of Service	Performance Measure	Target	2026/2027 YTD
To maintain parks, sports fields, cemeteries and reserves.	Number of complaints specifically relating to Council service delivery	<40	2

Level of Service	Performance Measure	Target	2026/2027 YTD
	Percentage of Stratford residents satisfied with:		
	Parks;	>85%	Not yet measured
	Sports fields;	>80%	Not yet measured
	Cemeteries.	>80%	Not yet measured
To provide safe playgrounds to the community.	All existing playgrounds meet NZ Safety Standards.	100%	Not yet measured
To maintain safe foot bridges to the community.	All existing foot bridges meet NZ Safety standards.	100%	Not yet measured

9 Capital Projects

General

- Council approved a total of 56x budget lines in the Long-Term Plan for the 2026/27 financial year. A further 19x budget lines were carried over from 2025/26 financial year. The total capital expenditure of the 75x budget lines is $22,725,462.

- Table 11 shows the breakdown of the capital expenditure budget for this financial year. Appendix A provides a detailed Capital Expenditure Summary by Activity as of 31 August 2026.

Table 11: Capital Expenditure Budget tracking - 2026/27 financial year

Project type		Approved Budget	Projected Spend	Projected 'Net' Underspend	Budget to be considered for 2027/37 LTP
Growth		$5,647,066	4,647,066		$1,000,000
LOS	Scheduled	$5,215,194	$5,049,777	$165,417	$0
Replacement	Scheduled	$10,518,806	$10,429,529	-$110,723	$200,000
	As required	$1,344,396	$1,344,396	$0	$0
TOTAL		**$22,725,462**	**$21,470,768**	**$54,694**	**$1,200,000**
Percentage Total			**94.5%**	**0.2%**	**5.3%**

- To date, it is forecasted that 94.5% of capital budget will be 'expended', comprising 0.2% 'net underspend' which represents savings to Council (total underspend is 3.6%).

- 2x budget lines are expected to be included in the 2027/37 LTP discussions, the projects being the Flint Road subdivision and desludging of the wastewater ponds, representing approximately 5.3% of the capital expenditure.

- 4x budget lines included in the 2026/27 Annual Plan will not proceed and are identified in Appendix A. These projects are:
- Roading Low Cost, Low Risk Roads – funding not approved by NZTA
- Rural mobile mini recycling stations –not required
- Chlorine and pressure monitoring meters – not required due to lack of legislation from Central Government
- Disaster Recovery Onsite Server and Software Replacement – works completed in-house

Table 12: Budget Status – Savings, overspends and overspends

	No. of Projects	Budget Value	% of Total Budget
Savings	3	$805,806	**3.6%**
Projects not proceeding	4	$186,959	**0.8%**
TOTAL		**$992,765**	**4.4%**
Projected overspend	3	-$938,071	**-4.2%**
TOTAL – net underspends		**$54,694**	**0.2%**

- Year to date 30 September 2026, 5x budget lines have been completed.

Capital Projects Progress

- Progress updates on some of Council's key projects, as of 30 September 2026, are provided below:

Three-Waters – Refer to the Section 3 of this report for project updates

Roading

- The majority of works have been identified as part of the roading programme. The Maintenance Contractor and Design team are now progressing on to the next stage of project delivery.
- Lower Kohuratahi Bridge #2is currently being investigated for repair work. The budget for this works is low, so some discussions with NZTA help with funding will be required.

Property

- Flint Road Subdivision

  TRC Resource Consent has been granted; SDC Land Use Resource Consent application is being prepared processed. Draft tender and contract documentation has been completed, pending conditions of the SDC consent (once approved). It is anticipated that this project will continue into the summer of 2027/28.

- TET Multisports Centre

  Progress is underway in continuing to remedy the building from fire safety defects.

  While the Government has announced there will be changes to the Earthquake Prone provisions, the seismic strengthening design to meet Civil Defence requirements has been completed and is being reviewed for a PS2.

  There has also been a change in management for the restaurant area. After ten years, the existing managers are moving on, and new management will start in October.

Parks and Reserves

- Prospero Place Development

Tenders have now closed and final negotiations are underway with the preferred tenderer. It is anticipated that physical works to begin at the end of October, beginning of November 2026.

- Kopuatama Cemetery

  Tender documents are being reviewed for advertising in October 2026 for the appointment of a specialist consultant to design the new section of the cemetery. Construction for this project will be included in the 2027/37 LTP discussions.

- Street Tree Surrounds – Due to the quote for these works exceeding the budget, Council is now going to open tender, in line with our procurement process.

- Appendix A: D26/36234 Capital Expenditure Summary by Activity as at 30 September 2026



Victoria Araba
Director – Assets



[Approved by]
Sven Hanne
Chief Executive Date: 16 September 2026

CAPITAL EXPENDITURE SUMMARY BY ACTIVITY AS AT 30 SEPTEMBER 2026

Grant funded

Council Activity	Project Description	2026/27 Annual Plan Budget (a)	Carry-forwards and adjustments	Total Funds Available (a + b)	2026/27 Actual Expenditure YTD	Projected year end forecast	2026/27 Projected under/(over) spend	Project Completion %	Expected Start of Project Date (physical works)	Expected Project Completion Date	Status of each Project
GROWTH - to meet additional demand											
Economy	Proposed Council subdivision	835,000	4,812,066	5,647,066	70,523	4,647,066	1,000,000	40%		30-Apr-28	Design - Resource Consent applications are being processed Tender - Surveyor working on tender and contract documentation
Total Growth Expenditure		**835,000**	**4,812,066**	**5,647,066**	**70,523**	**4,647,066**	**1,000,000**				
LEVEL OF SERVICE - to improve the level of service on an existing asset or provide an additional asset to increase a service level											
Roading	Seal extensions - dust coat seals	50,000	0	50,000	0	50,000	0	0%		30-Jun-27	As part of the Roading Maintenance Contract. Programme to be finalised as new sites added for prioritisation.
Roading	Low cost low risk roads	380,000	-380,000	0	0	0	0	0%	**Not proceeding**		Adjusted from finalised NZTA budget lines. No budget for this financial year.
Roading	Targeted Fund	300,000	59,099	359,099	0	359,099	0	0%		30-Jun-27	As part of the Roading Maintenance Contract. Programme to be finalised by contractor to be submitted in September for review.
Roading	Resilience Crown Funding	400,000	229,724	629,724	72,438	629,724	0	25%	1-Aug-26	30-Jun-27	Currently finishing off Whitianga Road Retaining wall package, starting Brewer Road Wall soon.
Solid Waste	Permanent recycling stations	0	15,423	15,423	0	15,423	0	0%	Carried over from 2025/26	30-Jun-27	Scope procurement underway
Solid Waste	Permanent recycling stations	10,435	10,210	20,645	0	20,645	0	0%		30-Jun-27	Scope procurement underway
Solid Waste	Rural mobile mini recycling stations	46,959	0	46,959	0	0	46,959	0%	**Not proceeding at this time**		
Solid Waste	Organic Materials Processing Facility	104,356	0	104,356	0	104,356	0	0%		30-Jun-27	Joint venture with STDC and NPDC. This is our contribution to works for this financial year.
Stormwater	Modelling	0	287,175	287,175	6,024	287,175	0	85%	Carried over from 2025/26	31-Oct-26	On-site validation complete. Model being updated.
Stormwater	Pipework Capacity Increase	157,901	0	157,901	1,727	157,901	0	5%		30-Jun-27	Ássigned to mitigating flooding at Brecon Road.
Wastewater	Treatment upgrade	0	200,000	200,000	0	200,000	0	0%	Carried over from 2025/26	30-Jun-27	Procurement underway for purchase of more ultrasonic algae killers on Ponds 1 and 3
Water Supply	Stratford bore	540,000	0	540,000	0	540,000	0	0%		30-Jun-27	Tender documents to be drafted
Water Supply	Reticulation modelling	0	60,405	60,405	0	60,405	0	80%	Carried over from 2025/26	31-Oct-26	Model review underway
Water Supply	Chlorine and pressure monitoring meters	120,000	0	120,000	0	0	120,000	0%	**Not proceeding at this time**		Due to unclear government regulations, this project will not proceed. If statutory requirements change, this project will be reviewed.
Parks and Reserves	Whangamomona Septic Tank	0	0	0	4,293	4,293	(4,293)	100%	**Carried over from 2025/26**	**Complete**	
Civic Amenities	Prospero Place Development	0	1,146,579	1,146,579	0	1,146,579	0	72%	Carried over from 2025/26	30-Jun-27	Construction tenders closed. Tender team evaluating with final negotiation with preferred tenderer underway.
Civic Amenities	Administration Building access upgrade	41,337	0	41,337	0	41,337	0	0%		30-Jun-27	Tender documents under review for advertising in October 2026.
Civic Amenities	TET Structural strengthening	1,292,111	16,035	1,308,146	0	1,308,146	0	40%		30-Jun-27	Design under review for PS2
Cemeteries	Kopuatama Cemetery - concept plan, design and implentation	52,500	0	52,500		52,500	0	30%		30-Jun-27	Tender documents under review for advertising in October 2026.
Farm	Sand trap	30,000	0	30,000	24,948	24,948	5,052	100%	**Complete**		
Farm	Install drafting gate system	40,000	0	40,000	39,247	39,247	753	100%	**Complete**		
Corporate	Phone System upgrade	0	4,945	4,945	0	8,000	(3,055)	97%	Carried over from 2025/26	31-Oct-26	Installation underway
Total Level of Service Expenditure		**3,565,599**	**1,649,595**	**5,215,194**	**148,676**	**5,049,777**	**165,417**				
REPLACEMENTS - replaces an existing asset with the same level of service provided											

Council Activity	Project Description	2026/27 Annual Plan Budget (a)	Carry-forwards and adjustments	Total Funds Available (a + b)	2026/27 Actual Expenditure YTD	Projected year end forecast	2026/27 Projected under/(over) spend	Project Completion %	Expected Start of Project Date (physical works)	Expected Project Completion Date	Status of each Project
Roading - Financially assisted NZTA	Unsealed Road metalling (includes forestry roads)	973,489	284,535	1,258,024	85,768	1,258,024	0	25%	1-Aug-26	31-Jan-27	Works underway.
Roading - Financially assisted NZTA	Sealed Road resurfacing	1,416,730	(49,475)	1,367,255	15,771	1,367,255	0	25%	1-Aug-26	30-Jun-27	26/27 Reseal program has already started with pre-reseal repairs underway.
Roading - Financially assisted NZTA	Drainage Renewals	978,833	(149,323)	829,510	139,037	829,510	0	25%	1-Aug-26	30-Jun-27	As part of the Roading Maintenance Contract. Programme to be finalised by contractor.
Roading - Financially assisted NZTA	Pavement Rehabilitation	695,335	(227,217)	468,118	5,100	468,118	0	25%	1-Aug-26	30-Jun-27	Beconsfield Rd design underway
Roading - Financially assisted NZTA	Structure Components Replacement	385,900	(292,524)	93,376	11,050	93,376	0	25%	1-Jul-26	30-Jun-27	This entire budget (plus more from elsewhere!) will be consumed by Lower Kohuratahi Bridge #2 repairs. Design works underway.
Roading - Financially assisted NZTA	Bridge and structure renewals	661,500	107,648	769,148	181,108	769,148	0	25%	1-Aug-26	30-Jun-27	Matau Rd retaining wall to be replaced in the summer months.
Roading - Financially assisted NZTA	Emergency Works	0	1,136,790	1,136,790	124,770	1,136,790	0	0%	Carried over from 2025/26	30-Jun-27	As part of the Roading Maintenance Contract. Programme to be finalised by contractor to be submitted in October for review.
Roading - Financially assisted NZTA	Traffic Services Renewals	171,162	(20,961)	150,201	6,896	150,201	0	25%	1-Jul-26	30-Jun-27	As part of the Roading Maintenance Contract. As required when damage or breakages occur
Roading - Financially assisted NZTA	Footpath renewals	76,100	(10,000)	66,100	105	66,100	0	0%	1-Aug-26	30-Jun-27	Footpath on Romeo Street in front of and opposite the Medical Centre will be replaced during the summer months.
Solid Waste	Transfer Station - Building renewals	10,435	0	10,435	0	10,435	0	25%	1-Jul-26	30-Jun-27	As required when breakages occur
Stormwater	Reticulation Renewals	105,267	117,422	222,689	0	222,689	0	25%	1-Jul-26	30-Jun-27	As part of the 3 Waters Maintenance Contract. As required when breakage occurs.
Stormwater	Safety improvements	21,053	0	21,053	0	21,053	0	25%	1-Jul-26	30-Jun-27	As part of the 3 Waters Maintenance Contract. As required when breakage occurs.
Wastewater	Step / aerate treatment renewals	36,844	0	36,844	0	36,844	0	25%	1-Jul-26	30-Jun-27	As part of the Wastewater Treatment Plant Maintenance Contract. As required when breakage occurs.
Wastewater	Desludging ponds	0	2,772,163	2,772,163	289,616	1,772,163	1,000,000	80%	Carried over from 2025/26	30-Apr-28	Physical works ongoing.
Wastewater	Safety renewals	105,267	92,286	197,553	7,473	197,553	0	25%	1-Jul-26	30-Jun-27	As part of the 3 Waters Maintenance Contract. As required when breakage occurs.
Wastewater	Campervan discharge facility	10,527	0	10,527	647	10,527	0	5%		30-Jun-27	Scope procurement for design underway. To be discussed with Elected Member in Early Conversations for the physical works in 2027/28.
Wastewater	Infiltration renewals	210,535	50,003	260,538	0	260,538	0	25%	1-Jul-26	30-Jun-27	As part of the Sewer Lining Contract. As required when breakage occurs.
Water Supply	Laterals	52,634	0	52,634	0	52,634	0	25%	1-Jul-26	30-Jun-27	As part of the 3 Waters Maintenance Contract. As required when breakage occurs.
Water Supply	Water renewals	105,268	0	105,268	0	105,268	0	25%	1-Jul-26	30-Jun-27	As part of the 3 Waters Maintenance Contract. As required when breakage occurs.
Water Supply	Infrastructure general	52,634	6,373	59,007	0	59,007	0	25%	1-Jul-26	30-Jun-27	As part of the 3 Waters Maintenance Contract. As required when breakage occurs.
Water Supply	Fluoride plant upgrade	0	188,246	188,246	0	188,246	0	90%	Carried over from 2025/26	31-Oct-26	Installation complete. Commissioning underway.
Water Supply	Stratford Grit tanks	0	1,173,511	1,173,511	1,196,781	2,074,633	(901,122)	98%	Carried over from 2025/26	30-Nov-26	Electrical comissioning, back fill, minor concrete works and reinstatement works underway.
Water Supply	Hydrants	0	16,679	16,679	0	16,679	0	25%	Carried over from 2025/26	30-Jun-27	As part of the 3 Waters Maintenance Contract. As required when breakage occurs.
Parks and Reserves	Continued Walkway development	5,217	0	5,217	0	5,217	0	25%	1-Jul-26	30-Jun-27	As part of the Open Space Maintenance Contract. As required when breakage occurs.
Parks and Reserves	Continued Parks development	5,217	0	5,217	0	5,217	0	25%	1-Jul-26	30-Jun-27	As part of the Open Space Maintenance Contract. As required when breakage occurs.
Parks and Reserves	Street tree and tree surrounds replacement	52,173	51,050	103,223	0	103,223	0	15%		30-Jun-27	Tender documents under review for advertising in October 2026.

Council Activity	Project Description	2026/27 Annual Plan Budget (a)	Carry-forwards and adjustments	Total Funds Available (a + b)	2026/27 Actual Expenditure YTD	Projected year end forecast	2026/27 Projected under/(over) spend	Project Completion %	Expected Start of Project Date (physical works)	Expected Project Completion Date	Status of each Project
Parks and Reserves	Replace old seats throughout all parks, reserves and walkways	20,000	0	20,000	9,286	20,000	0	15%		30-Jun-27	Construction procurement underway
Parks and Reserves	Replace old seats throughout all parks, reserves and walkways	20,869	10,980	31,849		31,849	0	15%		30-Jun-27	Construction procurement underway
Parks and Reserves	Replace playground equipment - King Edward and Victoria Parks	5,500	0	5,500	0	5,500	0	16%		30-Jun-27	Construction procurement underway
Parks and Reserves	Replace playground equipment - King Edward and Victoria Parks	4,935	0	4,935	0	4,935	0	25%		30-Jun-27	Public consultation to determine fixing of the Rocket Ship that was removed from Page St Playground
Cemeteries	Replace boundary hedges at Midhirst Cemeteries (closed and open)	10,435	0	10,435	0	10,435	0	15%		30-Jun-27	Construction procurement underway
Wai o Rua Aquatic Centre	Infrastructure renewals	30,000	0	30,000	0	30,000	0	25%	1-Jul-26	30-Jun-27	As required when breakages occur
Civic Amenities	Public toilets infrastructure renewals	0	30,000	30,000	0	30,000	0	25%	Carried over from 2025/26	30-Jun-27	As required when breakages occur
Civic Amenities	TET Infrastructural renewals	0	19,225	19,225	0	19,225	0	90%	Carried over from 2025/26	30-Jun-27	Continued works to remedy fire safety issues
Housing for Older Persons	Replace picket fences	10,434	0	10,434	0	10,434	0	0%		30-Jun-27	Procurement underway
Housing for Older Persons	Infrastructural renewals	5,217	0	5,217	0	5,217	0	25%	1-Jul-26	30-Jun-27	As required when breakages occur
Miranda Street Office	Lift replacement in Archives room, and furiniture replacements	55,000	0	55,000	0	55,000	0	25%	1-Jul-26	30-Jun-27	Lift replacement not proceeding as repairs have prolonged its use and is reported to be in good condition. Furniture replacement as required when breakages occur.
Miranda Street Office	Partial carpet replacement	31,003	0	31,003		31,003	0	0%		30-Jun-27	Replacement procurement underway
Miranda Street Office	Infrastructural renewals	5,217	0	5,217	0	5,217	0	25%	1-Jul-26	30-Jun-27	As required when breakages occur
Library Hub	Infrastructural renewals	3,100	0	3,100	0	3,100	0	25%	1-Jul-26	30-Jun-27	As required when breakages occur
Library Hub	Window graphics renewals	0	21,210	21,210	0	21,210	0	0%	Carried over from 2025/26	30-Jun-27	Waiting on signage policy
Corporate	Computers/Peripherals/ Software	50,000	0	50,000	6,484	50,000	0	25%	1-Jul-26	30-Jun-27	As required when replacement is due
Corporate	Disaster Recovery Onsite Server and Software Replacement	20,000	0	20,000	0	0	20,000	0%	**Not proceeding**		Purchase of the server was fast-tracked to the previous financial year due to vendor software changes. This project is now not required.
Corporate	Battery UPS replacement	8,000	0	8,000	0	8,000	0	0%		30-Jun-27	Procurement underway
Corporate	Core Server replacement	0	3,283	3,283	0	3,283	0	100%	**Carried over from 2025/26**	**Complete**	Waiting on final invoice.
Corporate	Core Switch replacement	0	642	642	955	955	(313)	100%	**Carried over from 2025/26**	**Complete**	
Corporate	ETTPOS terminal upgrades	0	3,850	3,850	0	3,850	0	80%	Carried over from 2025/26	30-Jun-27	Installation underway
Corporate	Staff cell phone fleet replacements	0	10,476	10,476	0	10,476	0	80%	Carried over from 2025/26	30-Jun-27	Replacement underway
Corporate	Large plotter and laserjet printer replacements	6,000	0	6,000	0	6,000	0	0%		30-Jun-27	Procurement underway
Corporate	ipad replacements - staff and contractors	12,000	0	12,000	0	12,000	0	25%	1-Jul-26	30-Jun-27	As required when replacement is due
Corporate	Aerial Photography	16,500	0	16,500	0	16,500	0	0%		30-Jun-27	Inconjunction with TRC. To be flown in summer months
Corporate	Vehicle Replacement (after trade in)	70,000	0	70,000	0	99,288	(29,288)	10%		30-Jun-27	Procurement underway. Budget will be offset by sale of replaced vehilce.
Total Replacement Expenditure		**6,516,330**	**5,346,872**	**11,863,202**	**2,080,848**	**11,773,925**	**89,277**				
TOTAL EXPENDITURE		**$10,916,929**	**$11,808,533**	**$22,725,462**	**$2,300,047**	**$21,470,768**	**$1,254,694**				

74

MONTHLY REPORT
Community Services Department

TE KAUNIHERA Ā ROHE O WHAKAAHURANGI STRATFORD DISTRICT COUNCIL

F25/96/004-D26/35514

To: Policy and Services Committee
From: Director Community Services
Date: 27 October 2026
Subject: Community Services Monthly Report – September 2026

Recommendation

THAT the report be received.

_____/_____
Moved/Seconded

This report presents a summary of the monthly progress and any highlights for the main areas of activity within Community Services i.e., Community and Economic Development, Communications, Library and Visitor Information Centre, Pool and Service Centre. The Long-Term Plan 2024 - 2034 sets the performance measures for these activities and this report presents, in tabular form, the progress measured to date against the target for each performance measure.

1. Highlights

- Applications for the Youth Council close 26 October 2026.
- A successful International Day of the Older Person event was held on 30 September with over 135 people in attendance.
- The contract for MTFJ was received.

2. Community and Economic Development

Performance Measures (*Performance Measures in bold)*

Level of Service	Performance Measure	Annual Target	Current Month	2026/2027 YTD
Community Services				
Enable opportunities for the community to engage, celebrate, connect and sustain local capability.	Number of major community events led by Council	>4	1	3*
	Percentage of residents satisfied with the quality of the events and programmes offered by Council.	>80%	0	Not yet measured
Economic Development				
Develop and facilitate strategic partnerships that enable growth, attract ongoing investment, and increase diversity and capability within the local business sector.	Number of new and existing businesses accessing services and programmes offered.	>4	0	Not yet measured
	Number of promotional activities delivered or partnered with to encourage visitation to the district.	>1	0	Not yet measured

*Major community events YTD: Puanga, Chunuk Bair, International Day of the Older Person (IDOOP).

2.1 **Council Organisations and Council Representatives on Other Organisations**

Unfortunately, The Wheelhouse's Governance workshop for Trusts, Clubs, Societies and Community Organisations which was to be run in Stratford on 17 September was cancelled due to lack of registrations. We are working with The Wheelhouse to increase uptake of any courses being run in Stratford, including working to identify what is most needed.

2.2 **Stratford District Youth Council (SDYC)**

For the September School Holidays SDYC are undertaking two events. The first being the On the Bus to Bowlarama which occurred on 29 September (laser tag and bowling) and was very much enjoyed by all the youth who attended. The Amazing Youth Race around Stratford is happening on the 9 October.

Applications for 2027 SDYC opened on the 14 September. Staff and Youth Councillors have been visiting Stratford District schools encouraging students to apply and we currently have 14 applications. Applications close on 26 October 2026.

Upcoming meetings and events:

- Ordinary Meeting – 6 October
- Project Meeting –20 October
- School Holidays –
    - Amazing Race - 9 October

2.3 **Civic and Community Events**

2026 Scarecrow Trial is currently open for entries, this has been advertised through social media, adverts, and emails to our community organisations and schools asking them to enter. Currently (as at 5 October) we have 23 entries.

The actual trail will open on 30 October (same day as the garden festivals), and close on the 30 November 2026, after the A & P Show.

2.3.1 Coming up:

- Scarecrow Trail - 30 October to 30 November
- A & P Show 28 and 29 November

2.4.1 Mayors' Taskforce for Jobs (MTFJ)

Target

	2026/27 YTD	By 30 June 2027
Contracted Outcome Placements (up to 30 June 2027)	1	24
Sustainable Outcomes (Placements that have been off MSD benefit for 182 days up to 29 December 2027)	0	24

Registrations

	Current Month	2026/27 YTD
Referrals (MSD and other)	12	25
MTFJ registered	10	20
MTFJ registration declined (referred but not registered. e.g. - not able to work fulltime, not contactable, outside of contractional target)	1	3

Employment

	Current Month	2026/27 YTD
Clients placed into full-time work	0	1
Clients placed into other employment contracts or work experience	0	0
Clients helped with upskilling & work-related support (e.g. driver training, employability training, first aid, CV creation)	9	21

The Mayors Taskforce for Jobs (MTFJ) LGNZ contract was signed this month. This contract is valid until 30 June 2027. With a quarter of the contract already completed, this has meant from 1 July until September, the programme has not had the ability to support clients monetarily. This type of support, for example, would be upskilling through short course education, help with work clothing, vouchers to help with petrol costs to get to new jobs or interviews. Fortunately, driver training has started for those in need of that training because these lessons are paid out after completion.

Many of the referrals that to programme receives from MSD have no work experience, so helping place them into casual roles to start is part of the focus. This is to help them build up their experience. Casual roles are not accepted as an outcome in this years' contract so it's making navigation of the contract tricky.

2.5 **Funding**

2.5.1 Creative Communities Scheme
The next round will open in early 2027.

2.5.2 Sport New Zealand Rural Travel Fund
Round one of the 2026/27 year opened on 7 September 2026 and will close 23 October 2026.

2.6 **Positive Ageing**

Stratford's International Day of the Older Person (IDOOP) celebration, a bingo and music event (Timeless Therapy played) was held on 30 September in the War Memorial Centre. 135 people registered and attended the event. All feedback from attendees was very positive with people saying how much they appreciated and enjoyed the event.

We undertook very successful engagement during the event, we asked people to answer 6 questions which were designed to help with the LTP and to identify the current benefits and disadvantage that the attendees recognise in Stratford. Once this information is compiled the Community Development and Economic Team will support conversations with community and service providers who have a focus on our older community members to see what actions can be taken to support our community.

Consideration is currently being given to a Positive Ageing Forum in the next 6 months.

2.7 **Strategy and Policy Development**

2.7.1 Community Relationships Policy and Framework

Following the June workshop with Elected Members, the Community Investment and Impact Policy and Framework was presented to Council as a decision report in September. Council adopted the proposed approach, with a minor amendment. The Policy and Framework is expected to go to Council for formal adoption in October.

2.7.2 Economic Development Strategy Update

Officers met with iwi to seek feedback on the draft Economic Development Strategy. The Strategy was positively received overall, with iwi now working together to refine and provide further feedback. Officers will work through the feedback received and make any necessary amendments before bringing the revised Strategy back to Elected Members for consideration in October/November, prior to progressing to community feedback.

2.8 Broadway Enhancement Group

There are no significant updates to report this month.

3. Communications

3.1 Highlights

- Facebook settled back down after August's snowfall record, as expected, with 184,886 views (down 69%). September landed almost exactly level with July (around 184,000), so this looks like our normal baseline rather than a drop in performance.
- One post carried the month. The 16 September waste photo reached 110,000 views, 93 comments and 46 shares, which is about 60% of all September views and interactions. Without it, the month sits closer to 75,000 views.
- People stories continue to land well, with the bin lid reel (33,500 views) and the congratulations post for Sian Horton's national industry award (9,200 views) both performing strongly for routine content.
- Website users grew 8% to 13,000. ChatGPT referrals also rose from 39 to 48 sessions, which is still small but shows AI tools are increasingly pointing people to our site.

3.2 Reach

Channel	August	September
Antenno	1,390	1,390
Facebook views	593,180	184,900
Facebook interactions	4,286	1,000
stratford.govt.nz	12,000	13,000
Website from Facebook	219	143
Website sessions from AI	39	48

3.3 Website snapshot

Top pages	Views	Users	Views per user
Home page	8,900	6,400	1.4
Cemetery Records Search	1,800	208	8.7
Rates Search	966	165	5.9
Site search results	853	350	2.4
Events	597	228	2.6
Public Notices	551	260	2.1

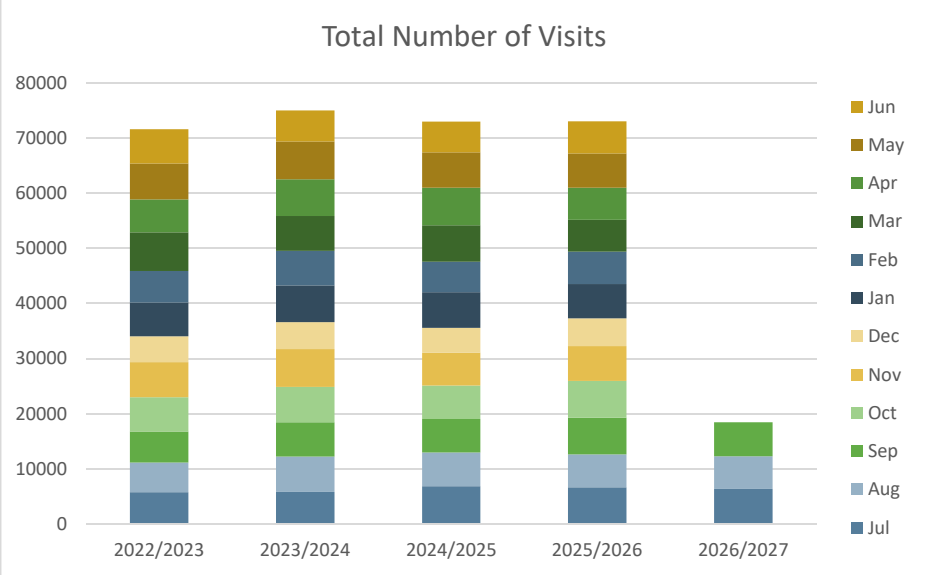
13,000 active users in September, up 8% on August. Public Notices users fell 24% to 260 as the reform announcement and snow closures dropped away. Cemetery Records Search held the same 208 users but views rose to 1,800, so the same researchers are digging deeper. Events moved into the top pages, while Library and i-SITE dropped out.

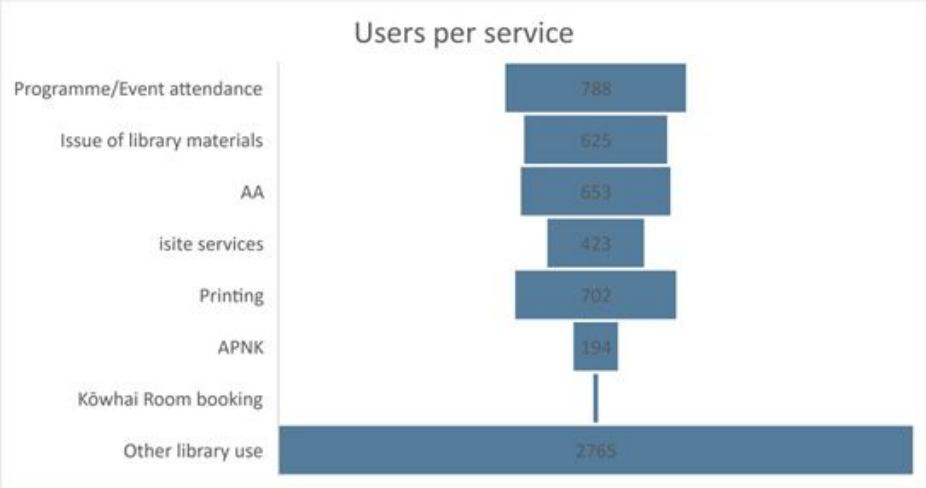
4. Library Hub

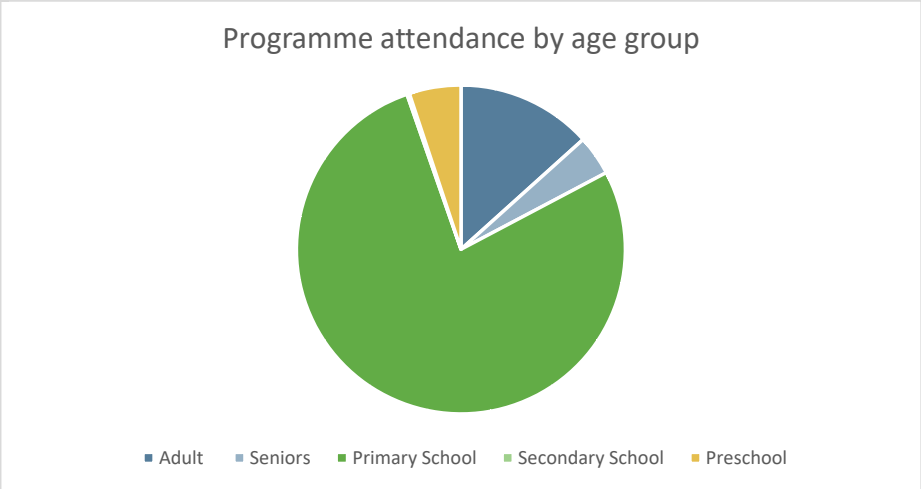
Performance Measures (*Performance Measures in bold*)

Level of Service	Performance Measure	Annual Target	Current Month	2026/27 YTD
To provide a multiuse community hub facility that is accessible, well utilised, and engaging to both residents and visitors to the Stratford District.	Number of items (including digital) issued annually.	>50,000	5,133	16,209
	Percentage of facility users satisfied with the quality of the services offered.	>80%	Not yet measured	Not yet measured
	Number of participants in events and programmes at the facility.	>1,200	788	1,631

Visitors/Users per service







4.1 Highlights for September

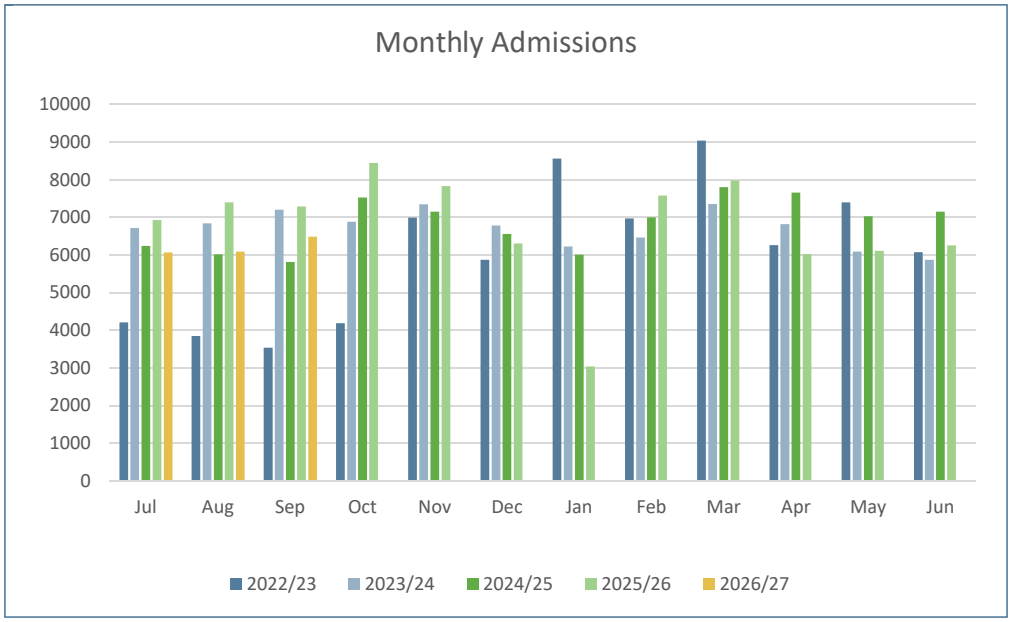
- 490 tamariki from around the District participated in Te Wiki o te Reo Maori programming.The Youth and Children's Librarian visited schools where weather made a library visit difficult.
- September was quieter than expected in terms of door count with weather and less available parking with works on the Percy Thomson Centre underway. 9 home visits were made to patrons unable to visit the library.
- A member of the Service Centre team joined the monthly library visit to Whangamōmona. These visits give residents in outlying areas of the District the opportunity to access library services at a place convenient to them.
- The Kowhai Room was booked 21 times in September.

5. Aquatic Centre

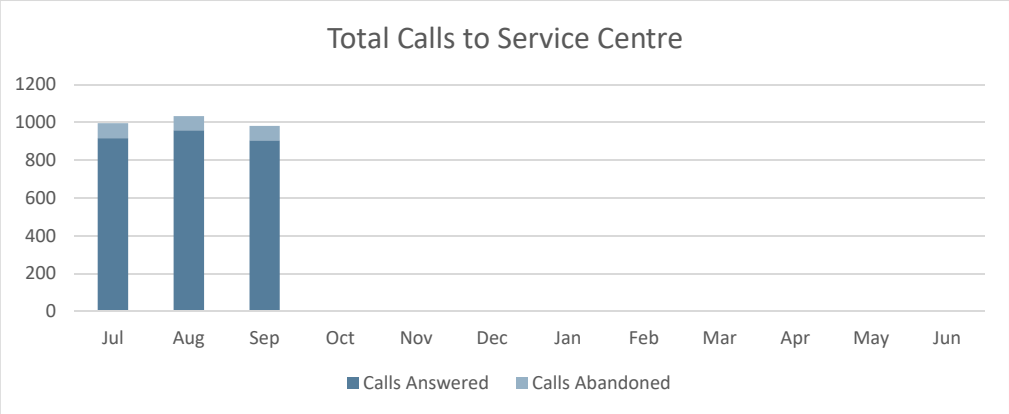
Level of Service	Performance Measure	Annual Target	Current Month	2026/27 YTD
To provide an aquatic facility that is welcoming, attractive and a safe place to swim.	Compliance with NZS5826:2010 NZ Pool Water Quality Standards.	Met	Achieved	Achieved
	Poolsafe Accreditation is met.	Met	Achieved	Achieved
	Percentage of facility users satisfied with the quality of the services and programmes offered.	>80%	Not yet measured	Not yet measured
	Number of facility users per annum.	>55,000	6,487	18,641

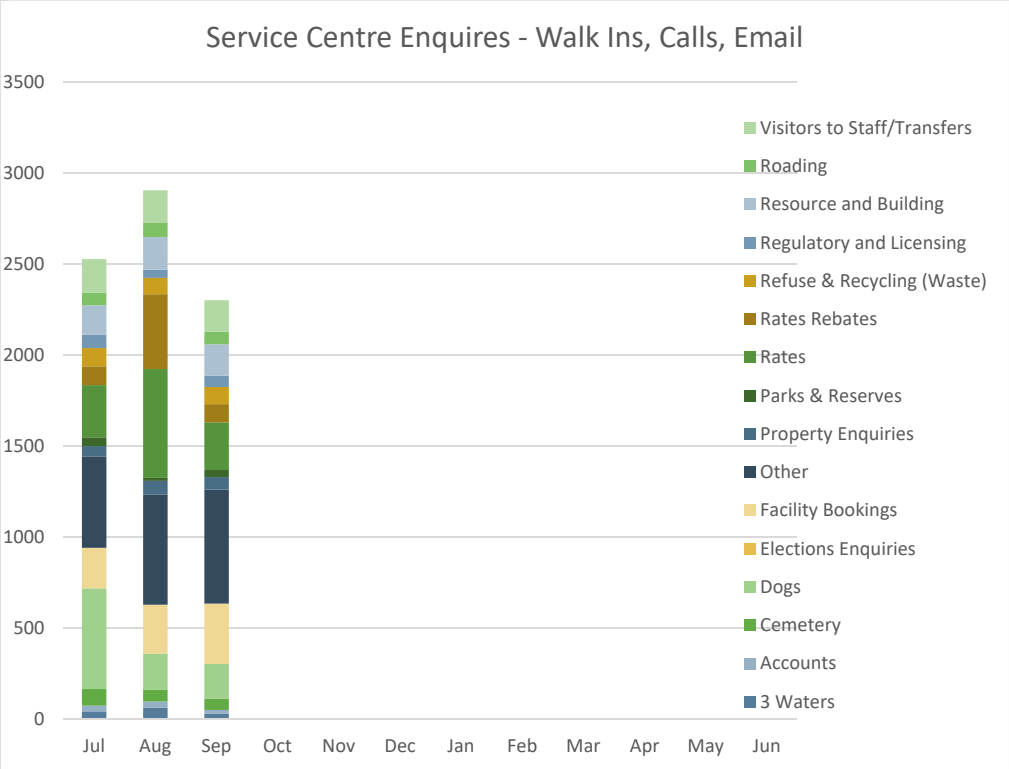
5.1 Highlights for September

- There were 6,487 admissions during the month of September.
- Learn to Swim Enrolments were 351. One school took part in the Water Safety Programme.
- 9 booked birthday parties were held with 6 walk-in groups.
- Training of new lifeguards was started in the first week of the school holidays.



6. Service Centre





Kate Whareaitu
Director Community Services

[Approved]
Sven Hanne
Chief Executive

22 September 2026
Date

MONTHLY REPORT
Corporate Services Department

TE KAUNIHERA Ā ROHE O WHAKAAHURANGI STRATFORD DISTRICT COUNCIL

F25/96/004 – D26/41885

To: Policy and Services Committee
From: Director - Corporate Services
Date: 27 October 2026
Subject: Corporate Services Monthly Report

Recommendation

THAT the report be received.

_____/_____
Moved/Seconded

1. Financial Management - September 2026

Reports attached, as at 30 September 2026, are:

1) Statement of Comprehensive Revenue and Expense
2) Expenditure and Revenue by Activity
3) Cashflow Forecast
4) Treasury Report
5) Debtors Report

1.1 Financial Results

The Council is now one third into the new financial year and the overall financial performance is ahead of target to the annual plan.

Significant income and expenditure (excluding interest and depreciation) variances by activity (plus or minus $50,000) are:

- *Community Services revenue* - $111,770 over budget due to unbudgeted Mayor's Taskforce for Jobs revenue.
- *Farm Revenue* - $58,327 under budget mainly due to the timing of lower milk payments during winter. This is expected to be on budget by financial year end.
- *Building Control revenue* - $67,021 over budget due to more district demand than expected.
- *Roading expenditure* - $121,626 under budget, mainly due to the timing of works. The full budget is expected to be spent by year end.
- *Roading revenue* - $335,926 under budget due to the lesser operating and capital costs early in the financial year.

1.2 Treasury Balances

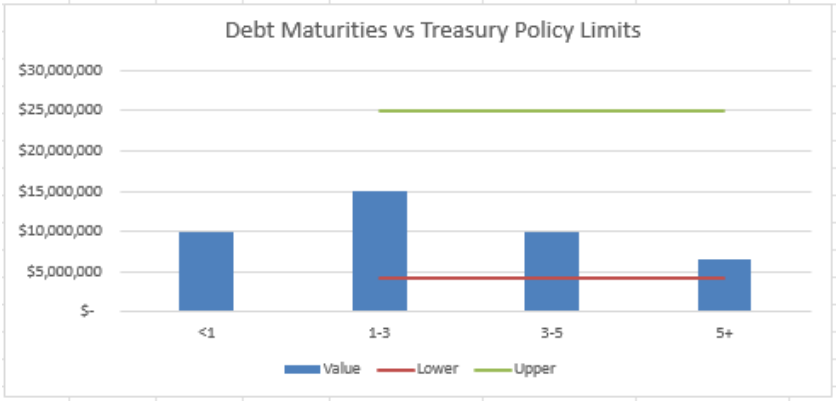
Borrowings (LGFA)	$	41,600,000
Term Deposits	$	5,000,000
A&P Association Loan	$	7,016,124
Net Debt	**$**	**29,583,876**

Net debt is $29,583,876 after deducting financial investments comprising of: $5,000,000 on term deposits with registered New Zealand banks, and the $7,016,124 loan to the Stratford A&P Association.

1.3 Borrowings

Council borrowing against policy limits as at 30 September 2026 was as follows:

	Actual	*Policy*
Actual Fixed Debt	100%	>60%
Actual Floating Debt	0%	<60%
Fixed 1-3 years	36%	10-60%
Fixed 3-5 years	24%	10-60%
Fixed >5 years	16%	5-60%
Debt Matures 1-3 years	36%	10-60%
Debt Matures 3-5 years	24%	10-60%
Debt Matures > 5 years	16%	10-60%
Borrowing Costs to Revenue Ratio	6.1%	<10%
Borrowing Costs to Rates Revenue Ratio	9.3%	<15%
Net Debt to Revenue Ratio	87%	<115%
Liquidity Ratio	129%	>110%
Net Debt per Capita	$ 2,771	<$3,000
Net Debt per Ratepayer	$ 5,556	N/A



All Council debt, made up of Local Government Funding Agency ('LGFA') loans, is 100% fixed and within Treasury Policy limits. The Council is operating well within LGFA lending covenants with no concerns to report.

The weighted average interest rate across all Council debt is 4.2% as at 30 September 2026. The interest rate used for budgeting purposes for the 2026/27 Annual Plan was 4.5%.

1.4 Investments

The weighted average interest rate of all term deposits is 3.8% as at 30 September 2026. The current $5,000,000 is invested with ASB and TSB. The interest rate used for budgeting purposes in the 2026/27 Annual Plan was 3.5%.

1.5 Cashflow Forecast

As at 30 September, Council had $3,496,828 (Aug 26: $6,007,776) of cash on hand. Cashflow continues to be monitored closely, with no concerns to report.

2.0 Revenue Management - September 2026

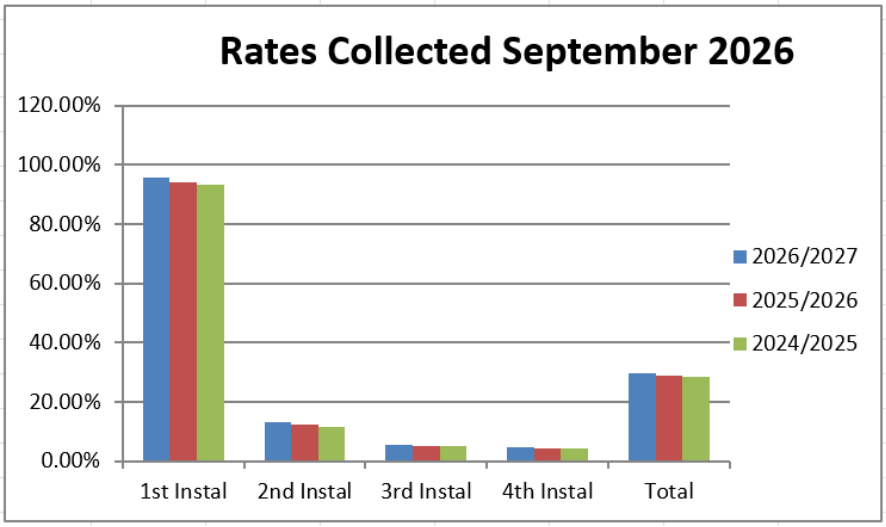
2.1 Rates

Rates Arrears (owing from 2025/26 year and earlier) $398,292 (September 2025: $447,177).

As at 30 September 2026, 138 ratepayers had rates overdue by more than one year, a significant 44 decrease from August 2026. This improvement reflects the significant effort made to increase the number of ratepayers using direct debit payment arrangements.

Current Year Rates

As at 30 September 2026, 95.84% (2025: 94.19%) of rates for the first instalment has been collected.



2.2 Outstanding Debtors

The outstanding debtors report as at 30 September 2026 is attached to this report, showing total debtors of $2,431,385. 21% of total debtors are overdue for payment, these largely relate to rates, water charges, and infringements.

3.0 Information Technology - September 2026

Current significant projects include:

Email Security Enhancements

IT has been working with SMX Mail to implement the Secure Government Email (SGE) framework across our email system. This New Zealand Government initiative strengthens and standardises email security across government agencies, helping protect against phishing and domain spoofing while supporting the transition away from the legacy Secure Encrypted Email (SEEMail) service.

Phone System Upgrade

IT is progressing with the replacement of the ageing NEC phone system, transitioning to Microsoft Teams as our modern cloud-based communications platform. This will consolidate calling, meetings, messaging and collaboration into a single platform, while providing improved integration with modern systems.

Staff training has now been completed, and preparations are underway to transition to Microsoft Teams by the end of October.

3.1 Official Information Requests

LGOIMA requests for the calendar year to 30 September 2026: 87

Requests received in September 2026:

#	Date Received	Received From	Query	Due Date	Date Responded
72	1/09/26	Tyler - Taxpayers Org.	Council Expenditure	29/09/26	14/09/26
73	1/09/26	Margaret Donovan & Anthony Miller	Compensation Assessment - 23 Brecon Rd	29/09/26	14/09/26
74	9/09/26	Stop Data Centres Taranaki Regional Admin	Contact Energy Meeting minutes and information 11 Aug at 3:30pm	7/10/26	18/09/26
75	9/09/26	Name withheld for Privacy Reasons (Ratepayer)	Follow up questions - Refer to LGOIMA 61	7/10/26	18/09/26
76	9/09/26	Te Awa Johnstone	Resource Consent Documentation - Dawsons Falls Lodge	7/10/26	15/09/26
77	10/09/26	Stop Data Centres - Debbie	Consent 5348-1 (discharged chemicals)	7/10/26	14/09/26
78	12/09/26	Stop Data Centres Taranaki Regional Admin	Contact Energy / CDC proposed Stratford data centre: pre-application records, consent pathways and Council engagement	9/10/26	
79	9/09/26	Lani Evans - Fundsorter	Funding Information Request	7/10/26	
80	15/09/26	Shannon Thompson	Ngā Rere / Dawson Falls Lodge concession, construction and compliance	13/10/26	
81	16/09/26	Moses Robbins	Abandoned, Rating-Sale and Surplus Land	14/10/26	
82	18/09/26	Stop Data Centres Taranaki Regional Admin	Contact Energy Stratford power station (TCC) - Chemicals used in RC held by the Powerstation (TCC)	16/10/26	22/09/26
83	21/09/26	Stop Data Centres Taranaki Regional Admin	Approach, discussions, pre-application meetings, proposals for data centre	19/10/26	
84	21/09/26	Jon Mac - Formal Statutory Notice	Partnership Trading Records and Sales of McCartie and Co Assets	19/10/26	23/09/26
85	24/09/26	Name withheld for Privacy Reasons (Ratepayer)	Rates Assessment query	22/10/26	
86	24/09/26	Name withheld for Privacy Reasons (Ratepayer)	Road Frontage Clarification	22/10/26	1/10/26
87	28/09/26	Josh Van Veen - NZ taxpayers Union	Cost of Head Start Local Government Initiative	27/10/26	1/10/26

4.0 Health and Safety / Civil Defence Update - September 2026

Points of note for September 2026 include:

Health and Safety

- 13 health and safety events recorded (August 2026: 14).
- Bird Flu – Further work being undertaken to validate composting as a viable option for infected carcasses.
- Staff quarterly health and safety meeting held 30 September. Good engagement from across all departments.

Civil Defence

- Volcanic Exercise (November 2026) - Readiness and Planning underway.
- Rural Co-ordination Group meeting held 15 September.



Raelene Johnson
Director - Corporate Services



[Approved]
Sven Hanne
Chief Executive **Date:** 16 October 2026

Statement of Comprehensive Revenue and Expense- September 2026

Description	September 2026 Year to Date Actual	September 2026 Year to Date Budget	Year to Date Variance	2026/27 Full Year Budget	YTD Actuals % to Full Year Budget (25% completed)
REVENUE					
Operating Revenue					
Finance Revenue	$141,328	$102,000	$39,328	$408,000	35%
Waka Kotahi NZTA Roading Subsidy	$1,340,967	$1,663,750	($322,783)	$6,655,000	20%
Rates Revenue - excl water consumption rate	$5,104,204	$5,079,500	$24,704	$20,318,000	25%
Water Supply - Consumption Charge	$109,166	$99,500	$9,666	$796,000	14%
Sundry Revenue	$12,121	$10,250	$1,871	$41,000	30%
Farm Milk Proceeds	$110,423	$168,750	($58,327)	$675,000	16%
User Charges for Services	$953,211	$907,826	$45,385	$3,251,000	29%
Total Operating Revenue	**$7,771,420**	**$8,031,576**	**($260,156)**	**$32,144,000**	**24%**
Extraordinary Revenue					
Grant Funding	$110,770	$0	$110,770	$111,000	100%
Financial Contributions	$0	$0	$0	$0	0%
Other Revenue	$16,765	$0	$16,765	$0	0%
Dividends	$0	$0	$0	$20,000	0%
Total Extraordinary Revenue	**$127,535**	**$0**	**$127,535**	**$131,000**	**97%**
Total Revenue	**$7,898,955**	**$8,031,576**	**($132,621)**	**$32,275,000**	**24%**
EXPENDITURE					
Operating Expenditure					
Personnel Costs	$1,804,623	$1,844,250	$39,627	$7,377,000	24%
Other Direct Operating Costs	$3,434,981	$3,667,770	$232,789	$14,816,000	23%
Total Operating Expenditure	**$5,239,604**	**$5,512,020**	**$272,416**	**$22,193,000**	**24%**
Other Operating Expenditure					
Depreciation	$2,020,375	$2,020,375	$0	$8,081,500	25%
Finance Costs	$441,314	$491,625	$50,311	$1,966,500	22%
Loss on sale of assets	$0	$0	$0	$0	0%
Sundry Expenditure	$298	$0	($298)	$0	0%
Total Other Expenditure	**$2,461,987**	**$2,512,000**	**$50,013**	**$10,048,000**	**25%**
Total Expenditure	**$7,701,591**	**$8,024,020**	**$322,429**	**$32,241,000**	**24%**
Net Surplus (Deficit)	**$197,364**	**$7,556**	**$189,808**	**$34,000**	**580%**

Expenditure and Revenue by Activity

September 2026 Year to Date Actual

**Note: Expenditure excludes interest and depreciation allocated to each activity.*

Revenue includes user charges, sales revenue, water revenue by meter, grants and subsidies, and sundry revenue

Description	September 2026 Year to Date Actual	September 2026 Year to Date Budget	Year to Date Variance	2026/27 Full Year Budget	YTD Actuals % to Full Year Budget (25% completed)
Recreation and Facilities					
Aerodrome					
Expenditure	$28,967	$40,217	$11,250	$160,869	18%
Revenue	$10,035	$8,250	$1,785	$33,000	30%
Net cost of activity	**$18,932**	**$31,967**	**$13,035**	**$127,869**	**15%**
Civic Amenities					
Expenditure	$176,372	$178,928	$2,556	$715,711	25%
Revenue	$23,817	$15,750	$8,067	$63,000	38%
Net cost of activity	**$152,555**	**$163,178**	**$10,623**	**$652,711**	**23%**
Housing for Older Persons					
Expenditure	$30,791	$35,550	$4,759	$142,200	22%
Revenue	$25,304	$27,000	($1,696)	$108,000	23%
Net cost of activity	**$5,487**	**$8,550**	**$3,063**	**$34,200**	**16%**
Library Hub					
Expenditure	$236,096	$227,796	($8,301)	$911,182	26%
Revenue	$22,289	$22,250	$39	$89,000	25%
Net cost of activity	**$213,807**	**$205,546**	**($8,262)**	**$822,182**	**26%**
Parks and Reserves					
Expenditure	$236,767	$244,916	$8,149	$979,662	24%
Revenue	$2,887	$2,500	$387	$10,000	29%
Net cost of activity	**$233,880**	**$242,416**	**$8,536**	**$969,662**	**24%**
Cemeteries					
Expenditure	$64,018	$63,364	($654)	$253,456	25%
Revenue	$46,608	$41,000	$5,608	$164,000	28%
Net cost of activity	**$17,410**	**$22,364**	**$4,954**	**$89,456**	**19%**
Wai O Rua Aquatic Centre					
Expenditure	$609,087	$616,732	$7,645	$2,825,595	22%
Revenue	$131,204	$180,250	($49,046)	$721,000	18%
Net cost of activity	**$477,883**	**$436,482**	**($41,401)**	**$2,104,595**	**23%**
Democracy					
Democracy and Corporate Support					
Expenditure	$467,323	$479,294	$11,971	$1,793,508	26%
Revenue	$93,600	$60,000	$33,600	$180,000	52%
Net cost of activity	**$373,723**	**$419,294**	**$45,571**	**$1,613,508**	**23%**
Community Development					
Community Services					
Expenditure	$166,129	$182,792	$16,663	$591,169	28%
Revenue	$111,770	$0	$111,770	$0	110%
Net cost of activity	**$54,359**	**$182,792**	**$128,433**	**$591,169**	**9%**
Economic Development					
Expenditure	$111,750	$151,691	$39,941	$505,894	22%
Revenue	$0	$0	$0	$0	0%
Net cost of activity	**$111,750**	**$151,691**	**$39,941**	**$505,894**	**22%**
Rental Properties					
Expenditure	$15,036	$14,379	($657)	$57,517	26%
Revenue	$7,721	$14,250	($6,529)	$57,000	14%
Net cost of activity	**$7,315**	**$129**	**($7,186)**	**$517**	**1415%**

Description	September 2026 Year to Date Actual	September 2026 Year to Date Budget	Year to Date Variance	2026/27 Full Year Budget	YTD Actuals % to Full Year Budget (25% completed)
Farm					
Expenditure	$77,350	$115,327	$37,977	$461,309	17%
Revenue	$110,423	$168,750	($58,327)	$695,000	16%
Net cost of activity	**($33,073)**	**($53,423)**	**($20,350)**	**($233,691)**	**14%**
Holiday Park					
Expenditure	$797	$855	$58	$3,418	23%
Revenue	$0	$0	$0	$4,000	0%
Net cost of activity	**$797**	**$855**	**$58**	**($582)**	**-137%**
Environmental Services					
Building Control					
Expenditure	$303,838	$296,410	($7,428)	$1,185,639	26%
Revenue	$218,021	$151,000	$67,021	$604,000	36%
Net cost of activity	**$85,817**	**$145,410**	**$59,593**	**$581,639**	**15%**
District Plan					
Expenditure	$32,266	$29,035	($3,231)	$407,249	8%
Revenue	$0	$0	$0	$0	0%
Net cost of activity	**$32,266**	**$29,035**	**($3,231)**	**$407,249**	**8%**
Resource Consents					
Expenditure	$113,779	$119,407	$5,628	$477,629	24%
Revenue	$18,295	$35,000	($16,705)	$140,000	13%
Net cost of activity	**$95,484**	**$84,407**	**($11,077)**	**$337,629**	**28%**
Food and Health					
Expenditure	$49,159	$44,244	($4,915)	$176,975	28%
Revenue	$8,478	$10,000	($1,522)	$40,000	21%
Net cost of activity	**$40,681**	**$34,244**	**($6,437)**	**$136,975**	**30%**
Alcohol Licensing					
Expenditure	$44,049	$43,395	($654)	$173,581	25%
Revenue	$5,888	$9,250	($3,362)	$37,000	16%
Net cost of activity	**$38,161**	**$34,145**	**($4,016)**	**$136,581**	**28%**
Parking and Other Bylaws					
Expenditure	$47,036	$43,490	($3,546)	$173,960	27%
Revenue	$376	$250	$126	$1,000	38%
Net cost of activity	**$46,660**	**$43,240**	**($3,420)**	**$172,960**	**27%**
Animal Control					
Expenditure	$101,188	$96,385	($4,803)	$385,541	26%
Revenue	$123,411	$127,826	($4,415)	$177,000	70%
Net cost of activity	**($22,223)**	**($31,441)**	**($9,218)**	**$208,541**	**-11%**
Civil Defence					
Expenditure	$118,524	$111,909	($6,616)	$587,634	20%
Revenue	$0	$0	$0	$0	0%
Net cost of activity	**$118,524**	**$111,909**	**($6,616)**	**$587,634**	**20%**
Assets					
Roading					
Expenditure	$1,160,824	$1,282,450	$121,626	$5,129,801	23%
Revenue	$1,453,574	$1,789,500	($335,926)	$7,158,000	20%
Net cost of activity	**($292,750)**	**($507,050)**	**($214,300)**	**($2,028,199)**	**14%**
Stormwater					
Expenditure	$57,048	$51,145	($5,903)	$204,581	28%
Revenue	$0	$0	$0	$0	0%
Net cost of activity	**$57,048**	**$51,145**	**($5,903)**	**$204,581**	**28%**

Description	September 2026 Year to Date Actual	September 2026 Year to Date Budget	Year to Date Variance	2026/27 Full Year Budget	YTD Actuals % to Full Year Budget (25% completed)
Wastewater (Sewerage)					
Expenditure	$180,322	$180,803	$481	$723,212	25%
Revenue	$12,605	$8,000	$4,605	$32,000	39%
Net cost of activity	**$167,717**	**$172,803**	**$5,086**	**$691,212**	**24%**
Solid Waste					
Expenditure	$368,375	$402,530	$34,155	$1,610,121	23%
Revenue	$85,052	$64,500	$20,552	$258,000	33%
Net cost of activity	**$283,323**	**$338,030**	**$54,707**	**$1,352,121**	**21%**
Water Supply					
Expenditure	$442,713	$458,977	$16,264	$1,835,909	24%
Revenue	$113,179	$104,500	$8,679	$826,000	14%
Net cost of activity	**$329,534**	**$354,477**	**$24,943**	**$1,009,909**	**33%**
Total Activity Expenditure	**$5,239,604**	**$5,512,020**	**$272,416**	**$22,473,322**	**23%**
Total Activity Revenue	**$2,624,537**	**$2,839,826**	**($215,289)**	**$11,397,000**	**23%**
Net Cost of Activities	**$2,615,067**	**$2,672,194**	**$57,127**	**$11,076,322**	**24%**

LIABILITIES AND INVESTMENTS STATEMENT AS AT 30 SEPTEMBER 2026

Public Debt Statement

Lender		Amount	Interest Rate	Term (Years)	Date Drawn	Maturity Date
LGFA	$	1,000,000	1.38%	7	11/05/2020	15/04/2027
LGFA	$	2,000,000	4.51%	3	16/10/2024	15/04/2027
LGFA	$	2,000,000	4.17%	5	14/04/2022	15/04/2027
LGFA	$	1,500,000	3.65%	9	27/08/2018	15/04/2027
LGFA - A&P	$	3,500,000	3.51%	1.5	16/12/2025	15/06/2027
LGFA	$	2,000,000	5.32%	3	30/01/2024	15/05/2028
LGFA	$	1,000,000	5.41%	4	12/04/2024	15/05/2028
LGFA	$	1,000,000	2.12%	7	19/04/2021	15/05/2028
LGFA	$	1,000,000	4.23%	6	12/08/2022	15/05/2028
LGFA	$	1,600,000	4.01%	1	15/06/2026	15/05/2028
LGFA	$	2,000,000	4.26%	6	14/04/2022	15/05/2028
LGFA	$	1,000,000	5.50%	5	24/05/2023	15/05/2028
LGFA	$	2,000,000	4.45%	5	15/04/2025	15/05/2028
LGFA	$	1,000,000	5.49%	6	24/05/2023	20/04/2029
LGFA	$	1,500,000	4.14%	3	25/06/2026	20/04/2029
LGFA	$	1,000,000	5.66%	6	10/07/2023	20/04/2029
LGFA	$	2,000,000	5.56%	6	15/05/2024	15/05/2030
LGFA	$	3,000,000	4.25%	4	15/04/2026	15/05/2030
LGFA	$	3,000,000	5.67%	7	10/07/2023	15/05/2030
LGFA	$	2,000,000	4.30%	9	14/04/2022	15/05/2031
LGFA	$	3,000,000	4.70%	6	15/04/2026	14/05/2032
LGFA - A&P	$	3,500,000	1.87%	12	21/12/2020	21/12/2032
	$	**41,600,000**	**4.22%**			

Internal Debt Register

Activity		Amount	Start Date	Term	Interest Rate	Details
Water Supply	$	950,795	2013	N/a	4.22%	Water treatment plant
Farm	$	1,746,255	2016	N/a	4.22%	As at 1 July 2026
	$	**2,697,050**				

Committed Cash Facilities

Lender		Facility Value		Outstanding	Rate
TSB Bank	$	1,000,000	$	-	BKBM* + 3%
	$	**1,000,000**			

Investment Statement

Investee		Amount	Interest Rate	Term (Days)	Start	End
ASB	$	1,500,000	4.24%	365	17/07/2026	17/07/2027
TSB	$	1,500,000	3.55%	365	14/10/2025	14/10/2026
TSB	$	1,500,000	3.55%	365	23/01/2026	23/01/2027
ASB	$	500,000	3.90%	304	26/06/2026	26/04/2027
	$	**5,000,000**	**3.79%**			
A&P Association	$	3,516,124	3.76%	540	22/12/2025	15/06/2027
A&P Association	$	3,500,000	2.12%	4383	22/12/2020	22/12/2032
	$	**7,016,124**	**2.94%**			

Shareholdings Statement

	No. of Shares	Share Price	Value of Shares
Fonterra	158,716	$ 4.78	$ 758,662
Ravensdown	21,820	$ 1.00	$ 21,820
Civic Financial	65,608	$ 0.95	$ 62,328
			$ 842,810

*BKBM - The Bank Bill Market Rate is a short term interest rate used widely in NZ as a benchmark for pricing debt.

CASHFLOW FORECAST FOR THE YEAR FROM SEPTEMBER 2026

	Sep-26 *$*	*SEPTEMBER 26 ACTUAL*	*Oct-26* *$*	*Nov-26* *$*	*Dec-26*	*Jan-27*	*Feb-27*	*Mar-27*	*Apr-27*	*May-27*	*Jun-27*	*Jul-27*	*Aug-27*	*Sep-27*	*12 Month* *$*
OPENING BALANCE	***6,007,776***	***6,007,776***	***3,857,776***	***2,904,562***	***5,009,936***	***4,759,936***	***3,788,186***	***6,428,186***	***3,258,186***	***3,428,589***	***4,489,709***	***3,457,333***	***2,870,933***	***6,345,933***	**50,599,268**
															-
Rates	800,000	1,003,851	800,000	4,690,000	800,000	800,000	4,690,000	800,000	800,000	4,690,000	800,000	700,000	5,500,000	1,000,000	26,070,000
NZTA Refunds	450,000	530,379	587,189	500,000	825,000	825,000	700,000	550,000	550,000	550,000	450,624	600,000	400,000	500,000	7,037,813
Fees and Charges	450,000	454,781	350,000	490,000	450,000	350,000	500,000	450,000	450,000	250,000	350,000	550,000	500,000	500,000	5,190,000
Interest Revenue	30,000	53,363	53,250	0	30,000	53,250	0	30,000	16,241	0	0	63,600	0	53,300	299,641
Other	-	-	-	-	-	-	-								-
Total Cash In	**1,730,000**	**2,042,374**	**1,790,439**	**5,680,000**	**2,105,000**	**2,028,250**	**5,890,000**	**1,830,000**	**1,816,241**	**5,490,000**	**1,600,624**	**1,913,600**	**6,400,000**	**2,053,300**	**38,597,454**
															-
Salaries and Wages / Elected Members	580,000	624,306	600,000	600,000	750,000	600,000	600,000	600,000	600,000	600,000	600,000	750,000	600,000	600,000	7,500,000
Payments to Suppliers - Operating	900,000	951,592	800,000	800,000	1,100,000	700,000	750,000	1,000,000	1,000,000	1,000,000	1,000,000	850,000	850,000	950,000	10,800,000
Major contract payments	2,000,000	2,545,616	1,100,000	1,100,000	2,000,000	2,000,000	2,200,000	3,000,000	3,000,000	3,000,000	3,500,000	1,000,000	1,500,000	2,500,000	25,900,000
Interest Expense	-	-	347,061	334,626	105,000	-	-	-	345,838	28,880	93,000	-	-	-	1,254,405
GST Paid / (Received)	400,000	431,808	(103,409)	(260,000)	400,000	(300,000)	(300,000)	400,000	(300,000)	(200,000)	440,000	- 100,000	- 25,000		- 348,409
Total Cash Out	**3,880,000**	**4,553,321**	**2,743,652**	**2,574,626**	**4,355,000**	**3,000,000**	**3,250,000**	**5,000,000**	**4,645,838**	**4,428,880**	**5,633,000**	**2,500,000**	**2,925,000**	**4,050,000**	**45,105,996**
															-
(Increase)/Reduce Financial Investments	-		-	(1,000,000)	-	-	-	-	-	-	-	-	-		- 1,000,000
Borrowing /(Repaying) Loans	-		-	-	2,000,000	-	-	-	3,000,000	-	3,000,000	-	-		8,000,000
Borrower Notes															-
CLOSING BALANCE	**3,857,776**	**3,496,828**	**2,904,562**	**5,009,936**	**4,759,936**	**3,788,186**	**6,428,186**	**3,258,186**	**3,428,589**	**4,489,709**	**3,457,333**	**2,870,933**	**6,345,933**	**4,349,233**	
Net Debt	29,583,876	29,583,876	29,583,876	28,583,876	30,583,876	30,583,876	30,583,876	30,583,876	33,583,876	33,583,876	36,583,876	36,583,876	36,583,876	36,583,876	
Gross Debt	41,600,000	41,600,000	41,600,000	41,600,000	43,600,000	43,600,000	43,600,000	43,600,000	46,600,000	46,600,000	49,600,000	49,600,000	49,600,000	49,600,000	
Investments - Term Deposits	5,000,000	5,000,000	5,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	
Investments - A & P Loan	7,016,124	7,016,124	7,016,124	7,016,124	7,016,124	7,016,124	7,016,124	7,016,124	7,016,124	7,016,124	7,016,124	7,016,124	7,016,124	7,016,124	

Note 1

Outstanding Debtors as at 30 September 2026

Category	Total Outstanding	Overdue > 3 months	Notes relating to outstanding balances
Rates	$667,047	$398,292	The overdue balance for rates debtors is what is owed for the previous financial year.
Transfer Station	$446	$0	
Cemeteries	$23,435	$4,465	Overdues relate to 5 debtors, They all have payment arrangements with council.
Rental Properties	$3,957	$0	
Housing for the Older Persons	-$7,223	-$2,222	Rent in advance.
Planning and Regulatory	$1,665	$0	
Facility Hire	$5,558	$0	
Sundry Debtors	$478,340	$15,738	Overdues are made up of a variety of debts. 1 debtor has been send to the debt collector.
Legal Fees	$3,757	$3,757	Overdues relate to 1 debtor which is with the solicitor.
Targeted Rates after Strike	$808	$211	Overdue relates to 1 debtor. Council to contact.
Debtors Accruals	$500,681	$0	Significant items are: Fonterra milk revenue accrued (not yet paid) and interest revenue receivable upon maturity.
NZTA	$530,381	$0	
Wai O Rua Aquatic Centre	-$53,442	$0	Prepayments on Swim Schools.
Resource Consents	$31,052	$4,365	Overdue made up of 3 debtors. All have been sent to the debt collectors.
Building Consent Revenue	$35,195	$0	
Earthquake Prone Buildings	$880	$680	Overdue relates to 2 debtors who council have sent to the debt collector.
Infringements	$28,855	$28,015	Majority of debtors are < 3 years overdue and with the Ministry of Justice for collection. These are largely made up of dog registrations.
MPI Food Business Levy	$559	$0	
Wastewater Discharge	$3,285	$0	
Water Billing	$176,149	$59,702	The overdue balance is for water billing made up by 44 debtors. The largest debtor has a payment arrangement which accounts for nearly 50% of the total overdue. Council are working through the remaining debtors.
TOTAL	**$2,431,385**	**$513,003**	

MONTHLY REPORT
Environmental Services Department

TE KAUNIHERA Ā ROHE O WHAKAAHURANGI STRATFORD DISTRICT COUNCIL

F25/96/04– D26/35281

To: Policy and Services Committee
From: Director – Environmental Services
Date: 27 October 2026
Subject: Environmental Services Monthly Report – September 2026

Recommendation

THAT the report be received.

_____/_____
Moved/Seconded

This report presents a summary of the monthly progress and highlights for the main areas of activity within the Environmental Services department. The Long-Term Plan 2024-2034 sets the performance measures, and this report presents progress to date against the target for each performance measure.

1. Overview

Twelve applications for building consent were received in September 2026. These included, two fires, two new residential dwellings, two accessory buildings (pole sheds), four alterations to existing residential buildings, one installation of an onsite wastewater treatment system, and one alteration to commercial buildings. There were also a further two amendments to existing building consents, two extensions, two exemptions from obtaining a building consent, one building consent lapsed and one Project Information Memorandum for a standalone dwelling.

The number of applications for building consent dropped in September after increasing for August. The number of applications for resource consent remained steady. There is a lot of uncertainty in the development sector with multiple changes to legislation and an upcoming election. It is likely that the number of applications we are receiving will not show any particular trend until after the election. Applications for LIMS increased indicating that property transactions are continuing. Bylaw-related calls were increased for September which possibly reflects warmer weather.

2. Strategic/Long Term Plan Projects

Local Alcohol Policy
Now that all district councils in the region have agreed to create a regional LAP work is underway to have a draft policy prepared by the end of this year.

Resource Management Legislation reform
The Planning and Natural Environment Bills have now both received royal assent and passed into law. The first phase of changes has some implications for consenting and come into force one month after royal assent. We are currently attending training about what those changes involve. The new legislation also formalises the work we have already started on the Regional Spatial Plan.

Building Act reform
Most of the Government's changes to building legislation have been implemented now. The Building Amendment Bill 2026 which includes changes related to improving accountability and shifting risk is currently open for submissions. We have received some detail about the new requirements for earthquake prone buildings. The changes that affect us mainly involve different tests and thresholds for identifying buildings as earthquake prone. We will need to reassess our earthquake prone buildings by 1 July 2027 and make any changes necessary. The changes are expected to reduce the number of buildings that are classified as earthquake prone but we won't know the level of change until we've completed the reassessment exercise.

3. Dashboard - All Business Units

3.1 The following table summarises the main licencing, monitoring, and enforcement activity across the department for the month:

Activity	Result Sep
Building Consent Authority	
Building Consent Applications	12
Building Consent Amendment Applications	2
Building Consents Issued	17
Building Consent Amendments Issued	2
Inspections completed	55
Code Compliance Certificate Applications	12
Code Compliance Certificates Issued	7
Code Compliance Certificates Refused	0
Building Act Complaints received and responded to	0
Planning	
Land Use Consents Received	3
Land Use Consents Granted	3
Subdivision Consents Received	0
Subdivision Consents Granted	1
223/224 Applications Received	2
223/224 Applications Granted	2
LIM's Received	15
LIM's Granted	10
Environmental Health	
Registered Premises Inspected for Compliance under the Food or Health Act	4
Health or Food Act Complaints Received and responded to	1
Licensed Premises Inspected for Compliance under the Sale & Supply of Alcohol Act.	1
Certificates and Licence Applications received under the Sale and Supply of Alcohol Act	7
Bylaw Complaints Received and responded to	29
Dog Complaints Received and responded to	22

4. Key Performance Indicators - All Business Units

4.1 **Building Services**

Level of Service	Performance Measures	Targets	Status Monthly	Year to date
To process applications within statutory timeframes.	Percentage of building consent applications processed within 20 days.	100%	**Achieved.** 19 of the 19(100%) applications processed in September were processed within 20 working days.	**Achieved.** 59 of the 65 (91%) applications were processed within 20 working days.
	Percentage of inspection requests completed within 24 hours of request.	100%	**Not Achieved.** 52 of the 54 (96%) inspections completed in September were completed within 24 hours of the request.	**Not Achieved.** 224 of the 226 (99%) inspections were completed within 24 hours of the request.
	Percentage of code compliance certificate applications determined within 20 working days.	100%	**Achieved.** 19 of the 19 (100%) CCCs issued in September were issued within 20 working days.	**Not Achieved.** 50 of the 52 (96%) CCCs issued were within 20 working days.
To process LIMs within statutory timeframes	% of LIMs processed within timeframes.	100%	**On track.** 10 of the 15 (66.67) LIMs processed in September were processed within 10 working days.	**On track.** 30 of the 35 (85.71%) LIMs were processed within 10 working days.

Level of Service	Performance Measures	Targets	Status Monthly	Year to date
To retain registration as a Building Consent Authority.	Current registration	Confirmed	**Achieved**	**Achieved**

4.2 **Planning and Bylaws**

Level of Service	Performance Measure	Target	Status	Year to date
To promote the sustainable management and use of land and public spaces.	To undertake a comprehensive review of the district plan, with notification within statutory timeframes.	To undertake a comprehensive review of the district plan in accordance with an agreed timeframe.	**Not applicable.** We are currently operating under a Plan Stop direction from the Government.	**Not applicable.** We are currently operating under a Plan Stop direction from the Government.
	To undertake a systematic review of bylaws and related policies as they reach their statutory review dates.	100% within review timeframes	**Achieved.** There are no bylaws or policies currently outside their statutory review periods.	**Achieved.** There are no bylaws or policies currently outside their statutory review periods.
To process resource consents within statutory timeframes.	% of non-notified applications processed within 20 working days.	100%	**On track.** 3 of the 3 (100%) applications processed in September were processed within 20 working days.	**On track.** 10 of the 10 (100%) applications were processed within 20 working days.
	% of notified applications processed within legislated timeframes for notification, hearings and decisions.	100%	**Not applicable.**	**Not applicable.**
	% of S223 applications processed within 10 working days.	100%	**Achieved.** 2 of 2 (100%) applications in September were processed within 10 working days	**Achieved**. 7 out of 7 (100%) applications were processed within 10 working days.

4.3 **Community Health and Safety**

Level of Service	Performance Measure	Target	Status	Year to date
To fulfil obligations to improve, promote and protect public health	Percentage of premises registered under the Food Act, Health Act, Beauty and Tattoo Bylaw, to be inspected for compliance.	100%	**On track.** 4 of 34 (11.8%) premises were inspected for compliance in September.	**On track.** 7 of 34 (20.6%) premises were inspected for compliance.
	Health nuisance and premise complaints are responded to within 1 working day.	100%	**On track.** 1 of 1 (100%) complaints received in September were received and responded to in 1 working day.	**On track.** 3 of 3 (100%) complaints received have been responded to in 1 working day.
To fulfil obligations as a District Licensing Committee	Percentage of licensed premises inspected.	100%	**On track.** 1 of 31 (3%) of licensed premises were inspected for compliance in September.	**On track.** 4 of 31 premises were inspected (12%).

Level of Service	Performance Measure	Target	Status	Year to date
	Percentage of applications processed within 35 working days (excluding hearings).	100%	**On track.** 3 of 3 (100%) applications processed in September were processed within 35 working days.	**On track** 14 of 14 (100%) of applications processed were processed within 35 working days.
To monitor and enforce bylaws	Percentage of complaints responded to within 2 hours.	100%	**On track.** 29 of 29 (100%) complaints received in September were responded to within 2 hours.	**On track** 311 of 311 (100%) complaints received were responded to within 2 hours.
To ensure dogs are controlled	Percentage of known dogs registered	98%	**On track.** 89 of 2039 Dogs (46%) were registered in September for the 2026/27 year.	**On track.** 1894 of 2039 (93%) known dogs are currently registered.
	Percentage of dog complaints responded to within an hour	100%	**On track.** 22 of 22 (100%) complaints received in September were responded to within 1 hour.	**Achieved** 76 of 76 (100%) complaints received were responded to in 1 hour.

5. Detailed Reporting Building Services

5.1 Building Consent Authority ("BCA")

5.1.1 **Compliance/Notices to Fix issued as a BCA.**
No Notices to Fix were issued by the BCA in September 2026.

5.1.2 **Lapsed Consents**
Section BC5 of the Quality Management System requires the BCA to check the files to identify consents issued 11 months previously, against which no inspections have been recorded. The check has been undertaken, and one consent was lapsed in September 2026.

5.1.3 **Regulation 6A Compliance Dashboard**
Clause 6A of the Accreditation Regulation requires BCAs to notify the Ministry of Business, Innovation and Employment ("MBIE") if any of the following incidents occur:

Incident	Occurrence this month
A significant change in the legal, commercial, or organisational status of the building consent authority or the wider organisation in which it operates:	Nil
The departure of the building consent authority's authorised representative or responsible manager:	Nil
In any one quarter of a calendar year, a reduction of 25% or more of employees doing technical jobs who are not replaced with employees who have equivalent qualifications and competence:	Nil
A transfer under section 233 or 244 of the Act of (i) 1 or more functions of the building consent authority to another building consent authority: (ii) 1 or more functions of another building consent authority to the building consent authority:	Nil
An arrangement being made under section 213 of the Act for—(i) another building consent authority to perform a significant amount of the functions of the building consent authority: (ii) the building consent authority to perform a significant amount of the functions of another building consent authority:	Nil

Incident	Occurrence this month
A material amendment to the building consent authority's policies, procedures, or systems required by these regulations.	Nil

5.1.4 **Training needs analysis**
Currently the BCA is recruiting for staff. Once the vacant positions have been filled the BCA will undertake a complete training analysis.

5.1.5 **Internal audit/external audit timetable**
There were no internal audits scheduled for September. International Accreditation New Zealand will be undertaking an audit in November 2026 in response to our change of computer system for managing applications for building consent.

5.2 **Territorial Authority**

5.2.1 **Audits**
There is currently one outstanding matter that requires further attention. That is the review of our Dangerous and Insanitary Buildings Policy. The new policy has been drafted, and we are currently finalising the Statement of Proposal that will accompany it. Both documents will be brought to elected members for approval to release for consultation at an upcoming meeting.

5.2.2 **Swimming Pools**
There are 88 swimming pools on the Council's swimming pool register. The next round of swimming pool inspections is currently underway with 51 completed at the time of writing this report.

5.2.3 **Earthquake-Prone Buildings**
No new building assessments were provided in September 2026.

5.2.4 **Non-Standard Site Register Maintenance**
No new sites were added to the non-standard sites register in September 2026.

5.2.5 **Notices to Fix/Other Compliance as a Territorial Authority**
No Notices to Fix were issued by the Territorial Authority during September 2026.

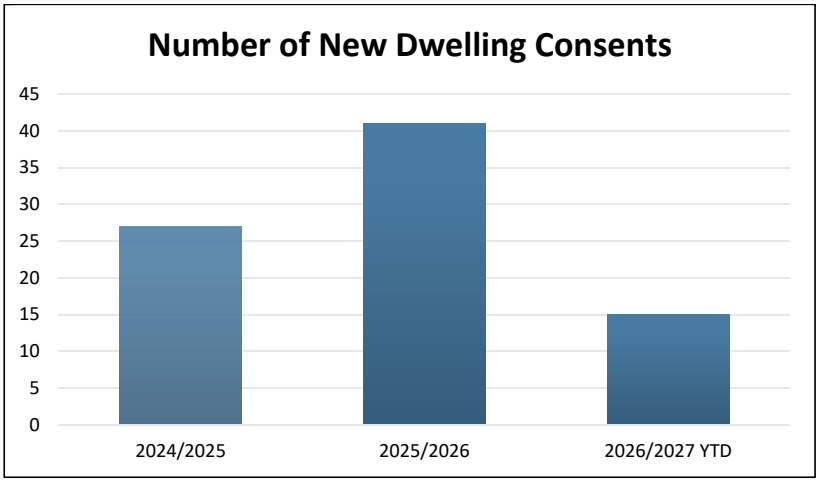
5.2.6 **Infringement Fines**
No infringement fines were issued by the Territorial Authority during September 2026.

5.3 **Trends Analysis**

5.3.1 Consents applied for by type:

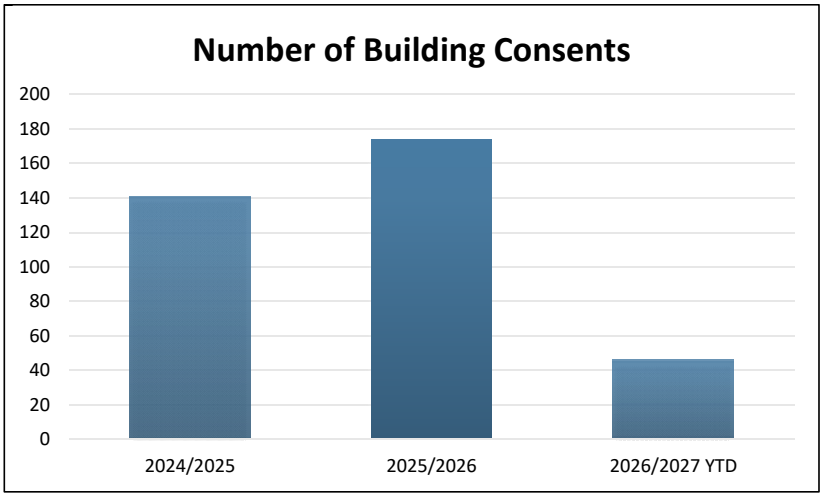
Type	Sep 2026	Sep 2025	2026/2027	2025/2026 Whole Year
New residential dwellings	2	2	12	26
New duplex dwellings	0	0	1	3
Relocated dwellings	0	0	2	10
Relocated buildings other than dwellings	0	0	0	0
Fires	2	1	8	52
Pole sheds/accessory buildings	2	5	4	33
Additions/alterations – residential	4	0	8	18
New Commercial buildings	0	0	1	9
Additions/alterations – commercial	1	0	8	16
Other/miscellaneous	1	0	2	7
Total/s	**12**	**8**	**46**	**174**

Number of New Dwelling Consent indicator by year



Year	New Dwellings
2024/2025	27
2025/2026	41
2026/2027 YTD	15

Consent numbers by year



Year	Building Consents
2024/2025	141
2025/2026	174
2026/2027 YTD	46



Blair Sutherland
Director - Environmental Services



[Approved]
Sven Hanne
Chief Executive

Date: 16 October 2026

TE KAUNIHERA Ā ROHE O WHAKAAHURANGI
STRATFORD DISTRICT COUNCIL

Our reference
F19/13/03-D21/40748

Karakia

Kia uruuru mai	I draw in (to my being)
Ā hauora	The reviving essence
Ā haukaha	The strengthening essence
Ā haumāia	The essence of courage
Ki runga, Ki raro	Above, Below
Ki roto, Ki waho	Within, Around
Rire rire hau Paimārire	Let there be peace.